

INVESTING IN RESULTS

MILESTONE ONE: Defining the City of San Jose's Core Services



San Jose City Council – Committee of the Whole
December 15, 1999

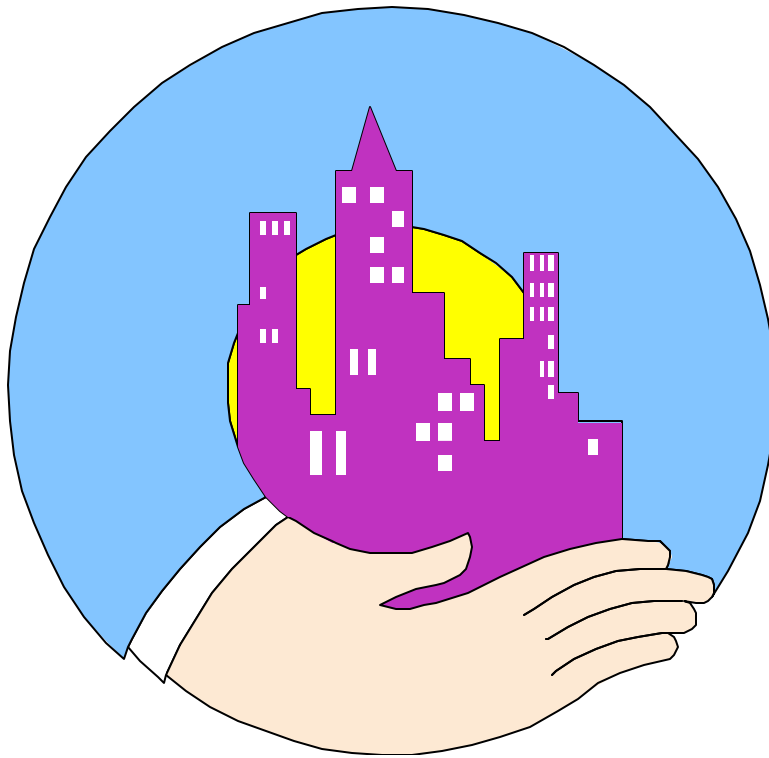
Investing in Results

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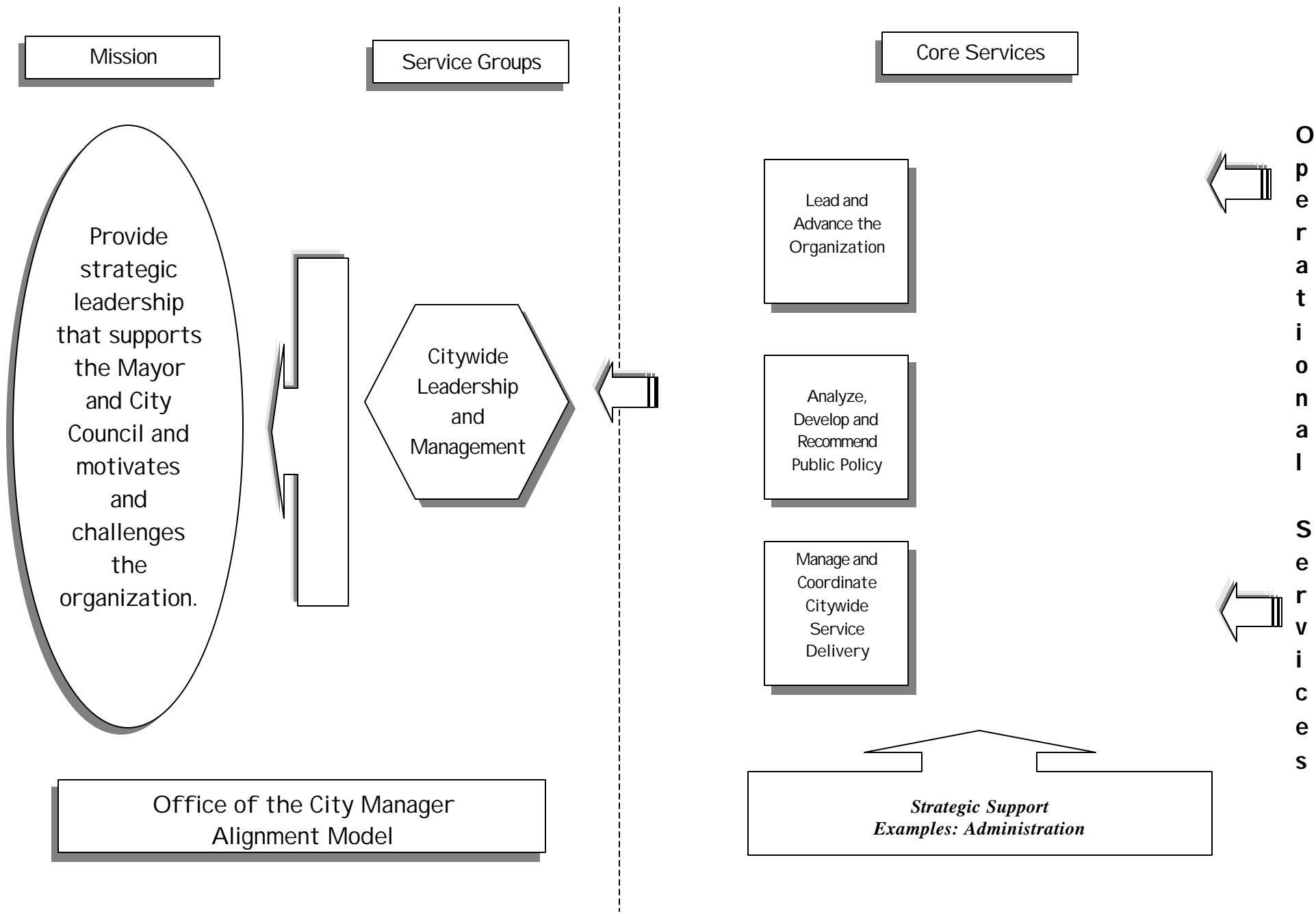
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Office of the City Manager



Provide strategic leadership that supports the Mayor and City Council and motivates and challenges the organization.



OFFICE OF THE CITY MANAGER
Service Group: CITYWIDE LEADERSHIP AND
MANAGEMENT

Core Service:

Notes:

**Lead and Advance the
Organization**

Advance organizational vision,
determine accountability, set
organizational goals, and build
organizational capacity.

Core Service:

Notes:

**Analyze, Develop and
Recommend Public Policy**

Provide professional expertise
and support to the City Council in
the formulation, interpretation
and application of public policy.

Core Service:

Notes:

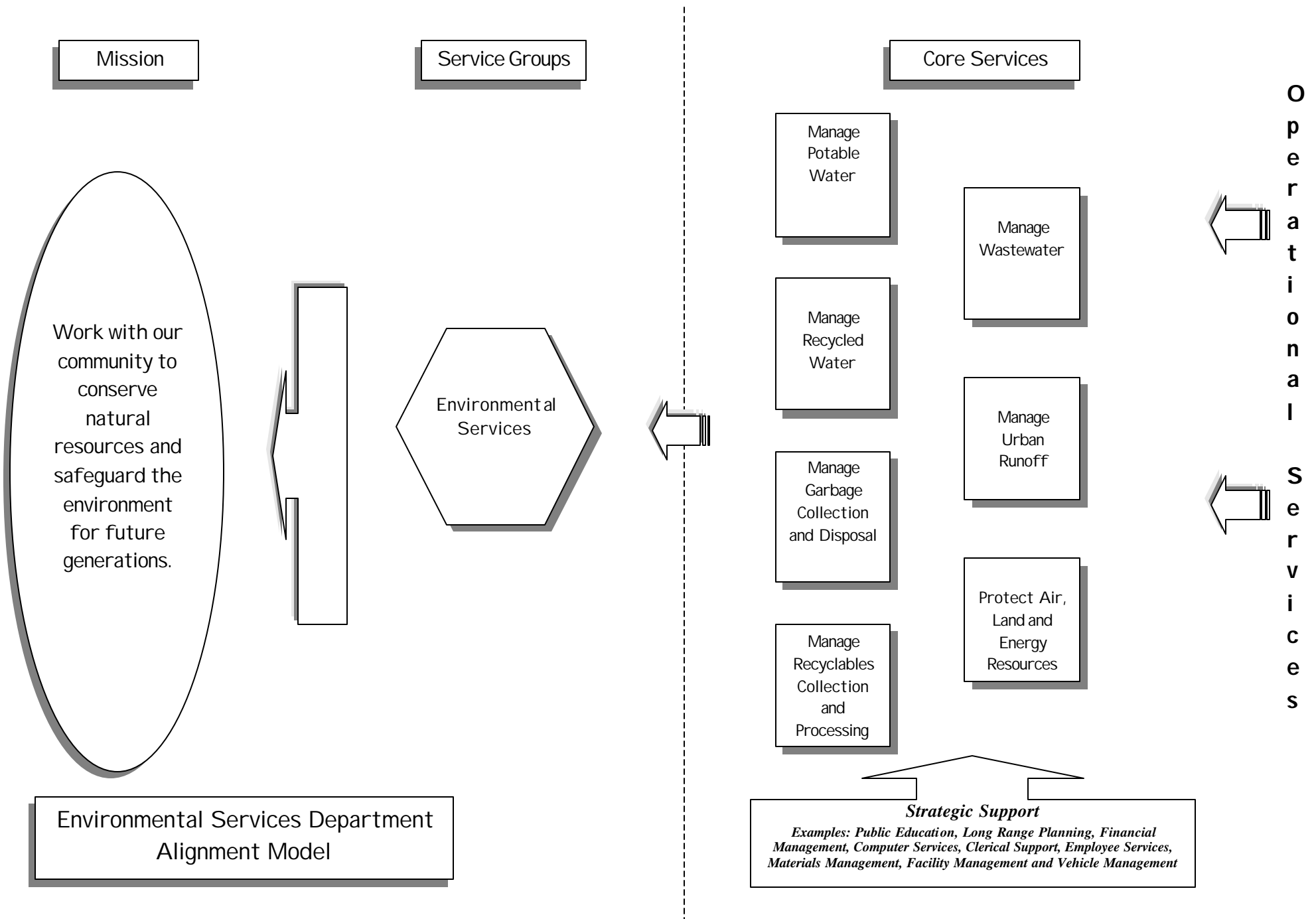
**Manage and Coordinate
Citywide Service Delivery**

Provide strategic direction and
management for citywide
operations and service delivery.

Environmental Services Department



Work with our community to conserve natural resources and safeguard the environment for future generations.



ENVIRONMENTAL SERVICES DEPARTMENT

Core Service:

Notes:

Manage Potable Water

Develop, operate and maintain the City's potable water system and work to ensure an adequate supply for our entire community.

Core Service:

Notes:

Manage Recycled Water

Develop, operate and maintain a recycled water system that reduces effluent to the Bay and provide a reliable and high quality alternative water supply.

Core Service:

Notes:

Manage Garbage Collection and Disposal

Collect and dispose of solid waste in a manner that protects public health, safety and the environment.

ENVIRONMENTAL SERVICES DEPARTMENT

Core Service:

Notes:

Manage Recyclables Collection and Processing

Collect and process solid waste for reuse and new use to maximize diversion from landfills.

Core Service:

Notes:

Manage Wastewater

Manage wastewater for suitable discharge into the Bay and for beneficial reuse to protect the environment and public health.

Core Service:

Notes:

Manage Urban Runoff

Prevent pollution from entering the storm sewer system and waterways to protect the health of the South Bay watershed.

ENVIRONMENTAL SERVICES DEPARTMENT

Core Service:

Notes:

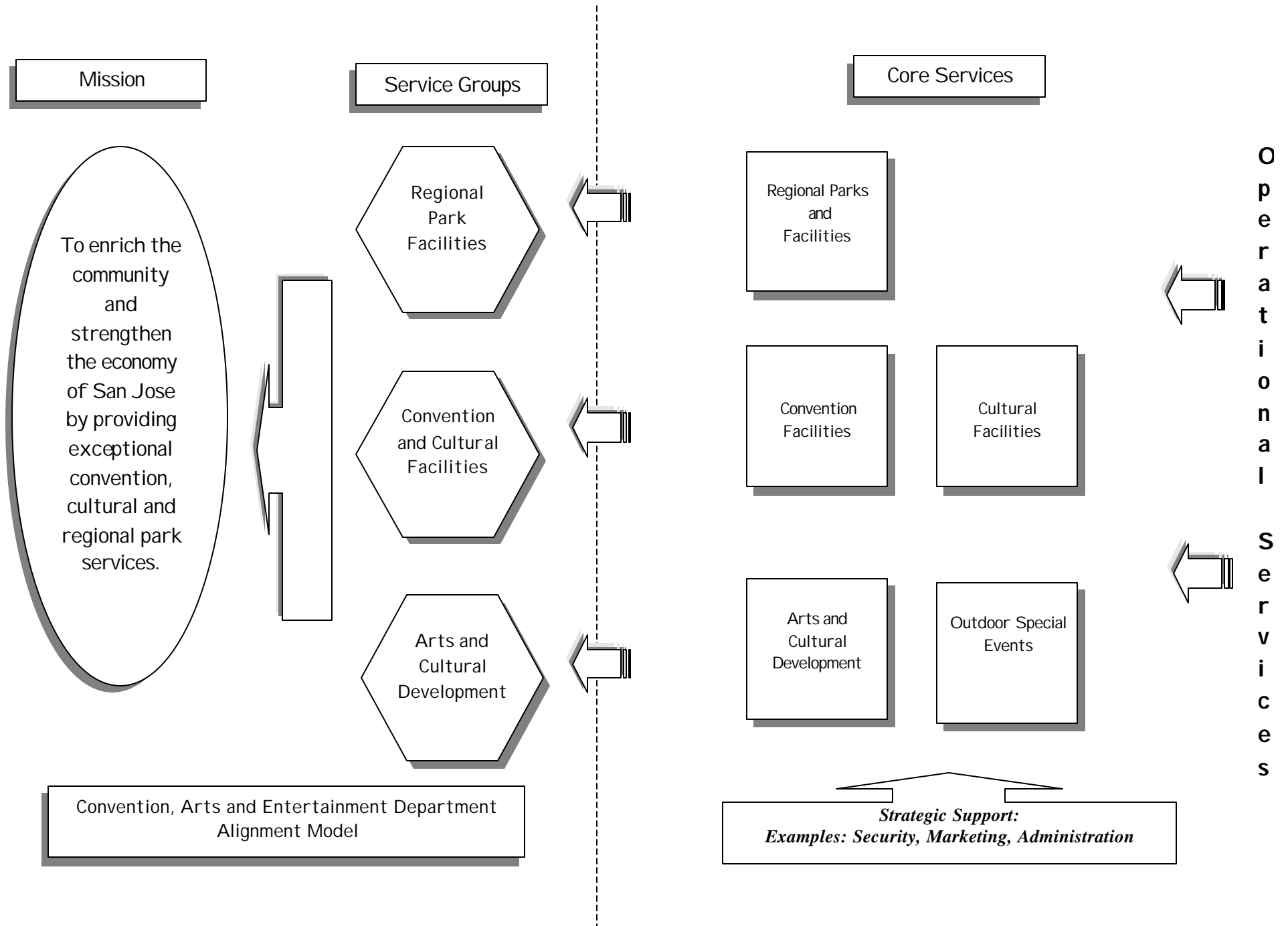
**Protect Air, Land and
Energy Resources**

Promote enhanced air quality,
environmentally responsible land
use, and conservation of energy
resources.

Conventions, Arts and Entertainment Department



To enrich the community and strengthen the economy of San Jose by providing exceptional convention, cultural and regional park services.



CONVENTION, ARTS AND ENTERTAINMENT
DEPARTMENT
Service Group: CONVENTION AND CULTURAL
FACILITIES

Core Service:

Notes:

Convention Facilities

To provide facilities and services
that attract conventions and
events that contribute to the
City economy.

Core Service:

Notes:

Cultural Facilities

To provide theaters, museums
and other cultural venues.

CONVENTION, ARTS AND ENTERTAINMENT
DEPARTMENT

Service Group: ARTS AND CULTURAL DEVELOPMENT

Core Service:

Notes:

**Arts and Cultural
Development**

To develop and manage resources
that support and build diverse
cultural organizations and the
arts.

Core Service:

Notes:

Outdoor Special Events

To coordinate, support and
produce outdoor special events
on public and private property.

CONVENTION, ARTS AND ENTERTAINMENT
DEPARTMENT

Service Group: REGIONAL PARKS AND FACILITIES

Core Service:

Notes:

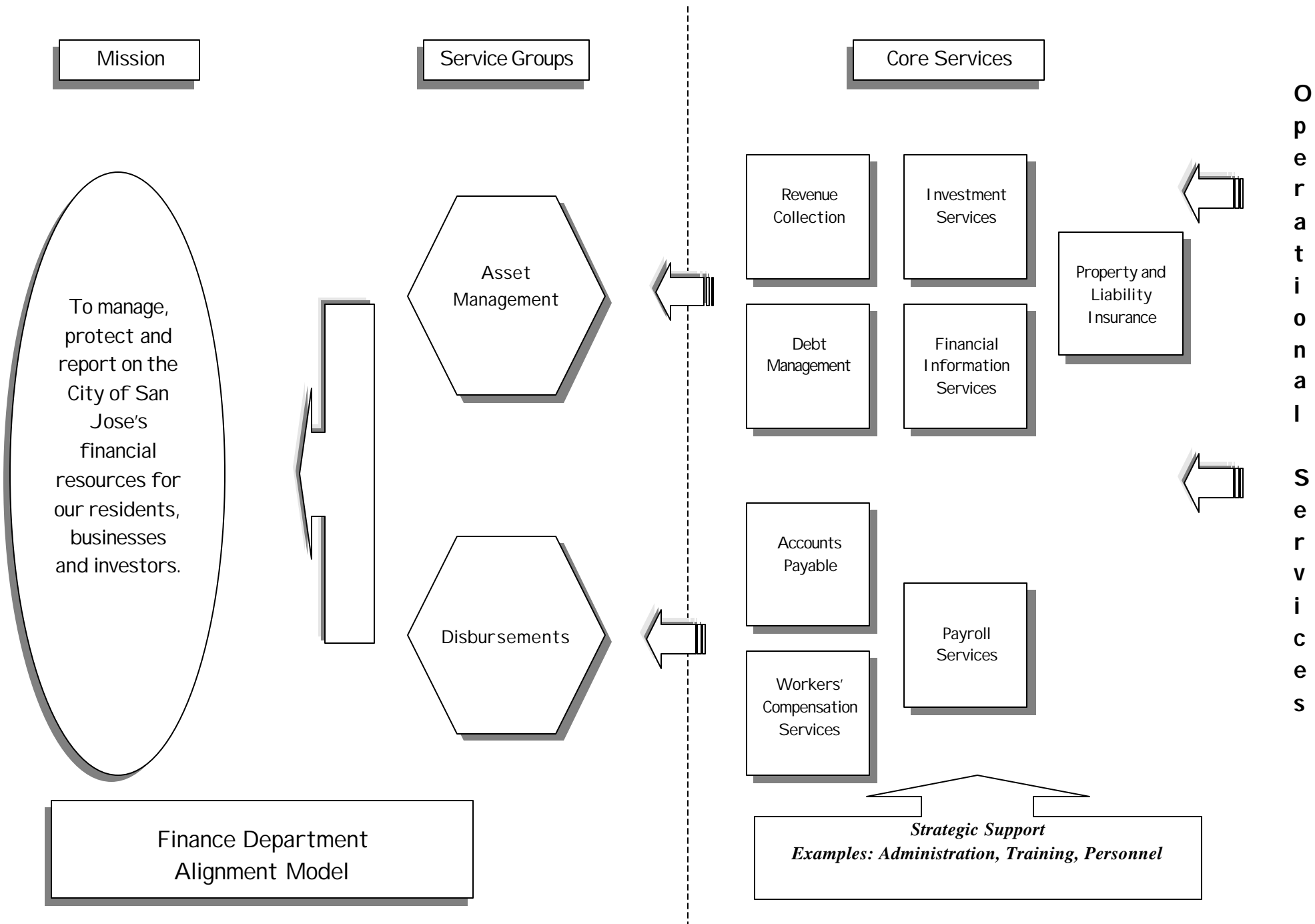
**Regional Parks and
Facilities**

To provide regional parks,
facilities and services for
residents and visitors.

Finance Department



To manage, protect and report on the City of San Jose's financial resources for our residents, businesses and investors.



FINANCE DEPARTMENT
Service Group: ASSET MANAGEMENT

Core Service:

Notes:

**Financial Information
Services**

To provide financial analysis and
information.

Core Service:

Notes:

Revenue Collection

To collect money to finance
programs and services.

Core Service:

Notes:

Debt Management

To manage the City's borrowing
activities.

FINANCE DEPARTMENT
Service Group: ASSET MANAGEMENT

Core Service:

Notes:

Investment Services

To manage and invest the City's cash.

Core Service:

Notes:

**Property and Liability
Insurance**

To manage the City's property and liability insurance programs.

FINANCE DEPARTMENT
Service Group: DISBURSEMENTS

Core Service:

Notes:

Payroll Services

To provide employee
compensation services.

Core Service:

Notes:

Accounts Payable

To pay the City's financial
obligations.

Core Service:

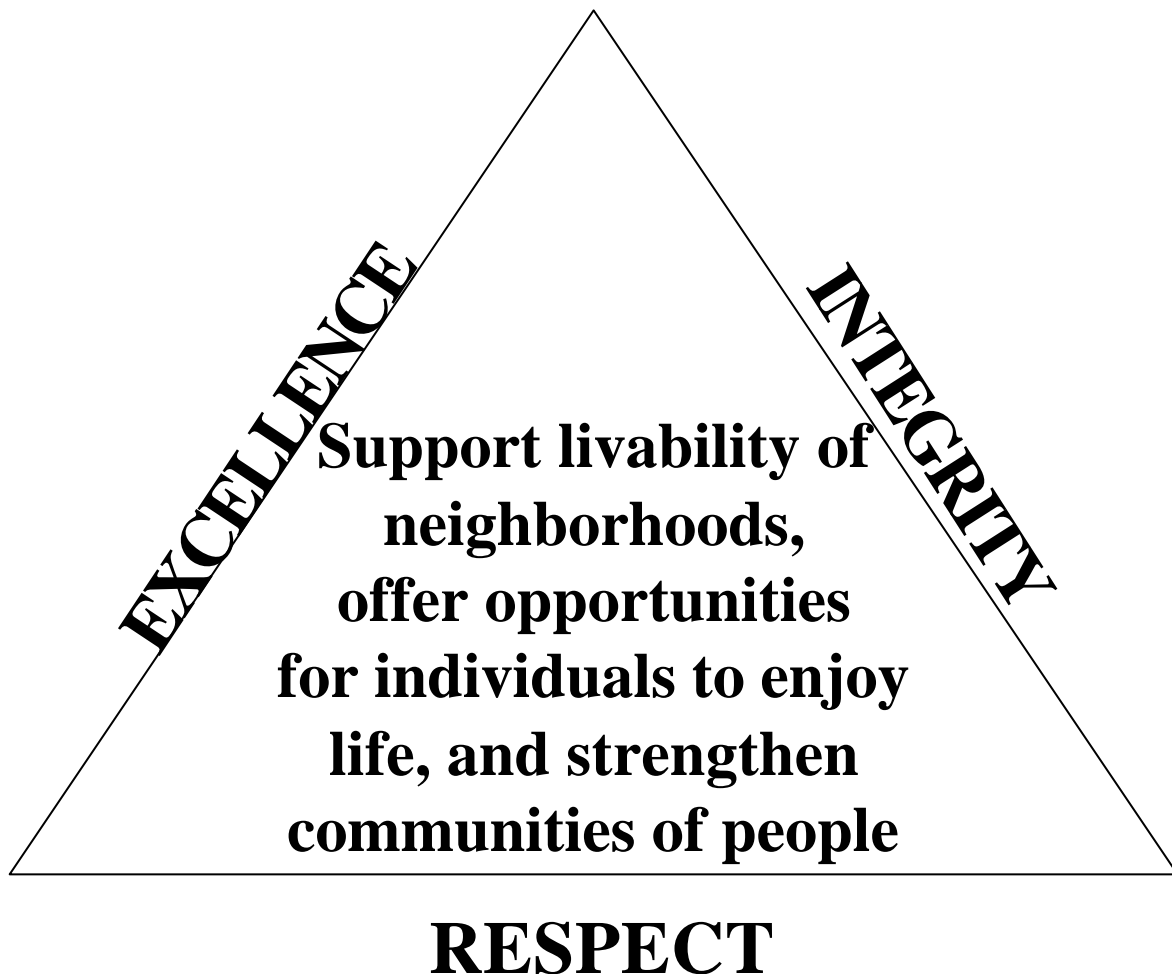
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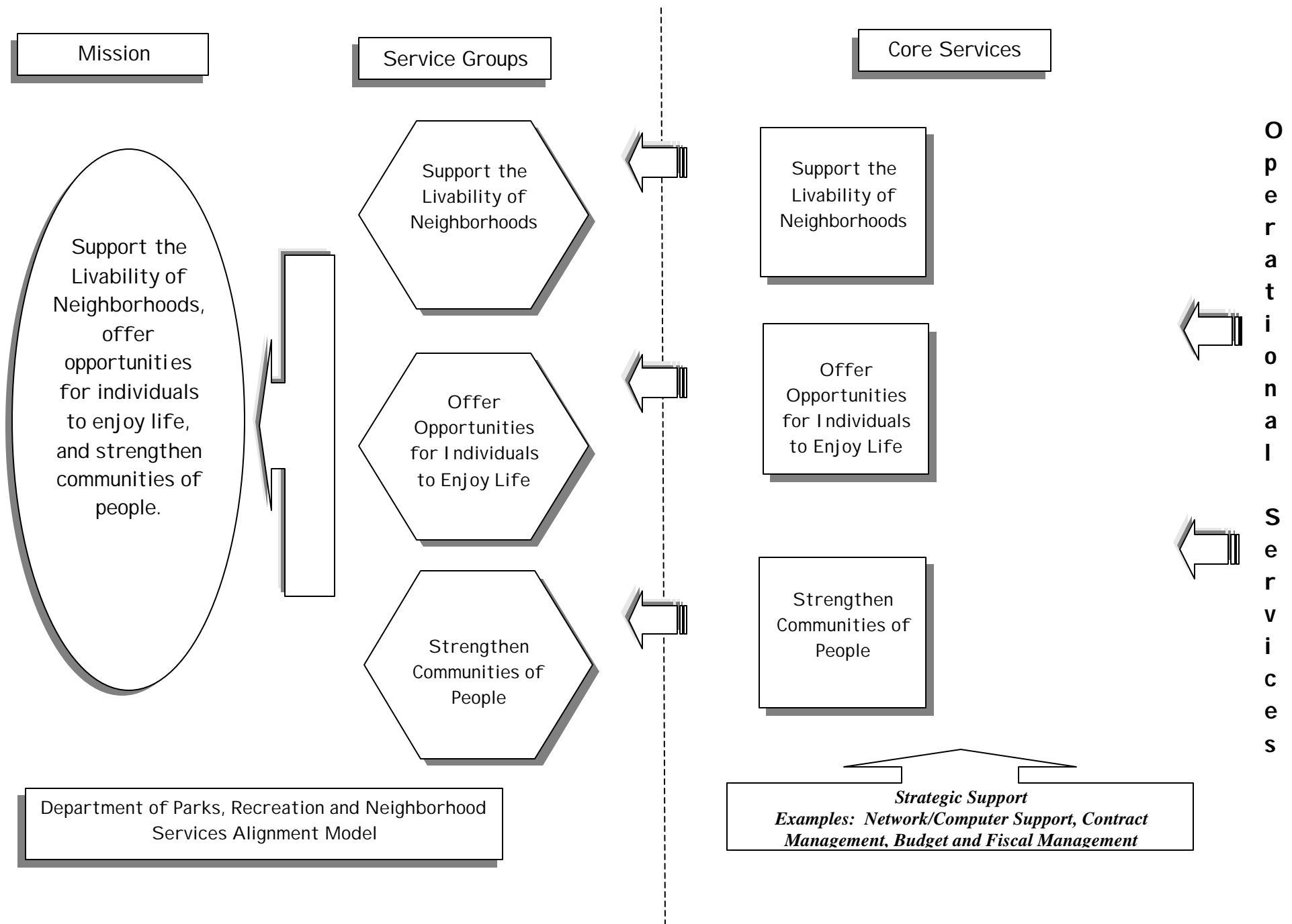
**Workers' Compensation
Services**

To manage workers'
compensation services.

Department of Parks,
Recreation and
Neighborhood Services

***Communities of people
connected by
play, hope, and joy in life***





PARKS, RECREATION AND NEIGHBORHOOD SERVICES

Core Service:

Notes:

Support the Livability of Neighborhoods

Services that protect and expand open space, parks and facilities and support their safe use.

Core Service:

Notes:

Offer Opportunities for Individuals to Enjoy Life

Services that support and enhance healthy behaviors and lifestyles for all San Jose residents.

Core Service:

Notes:

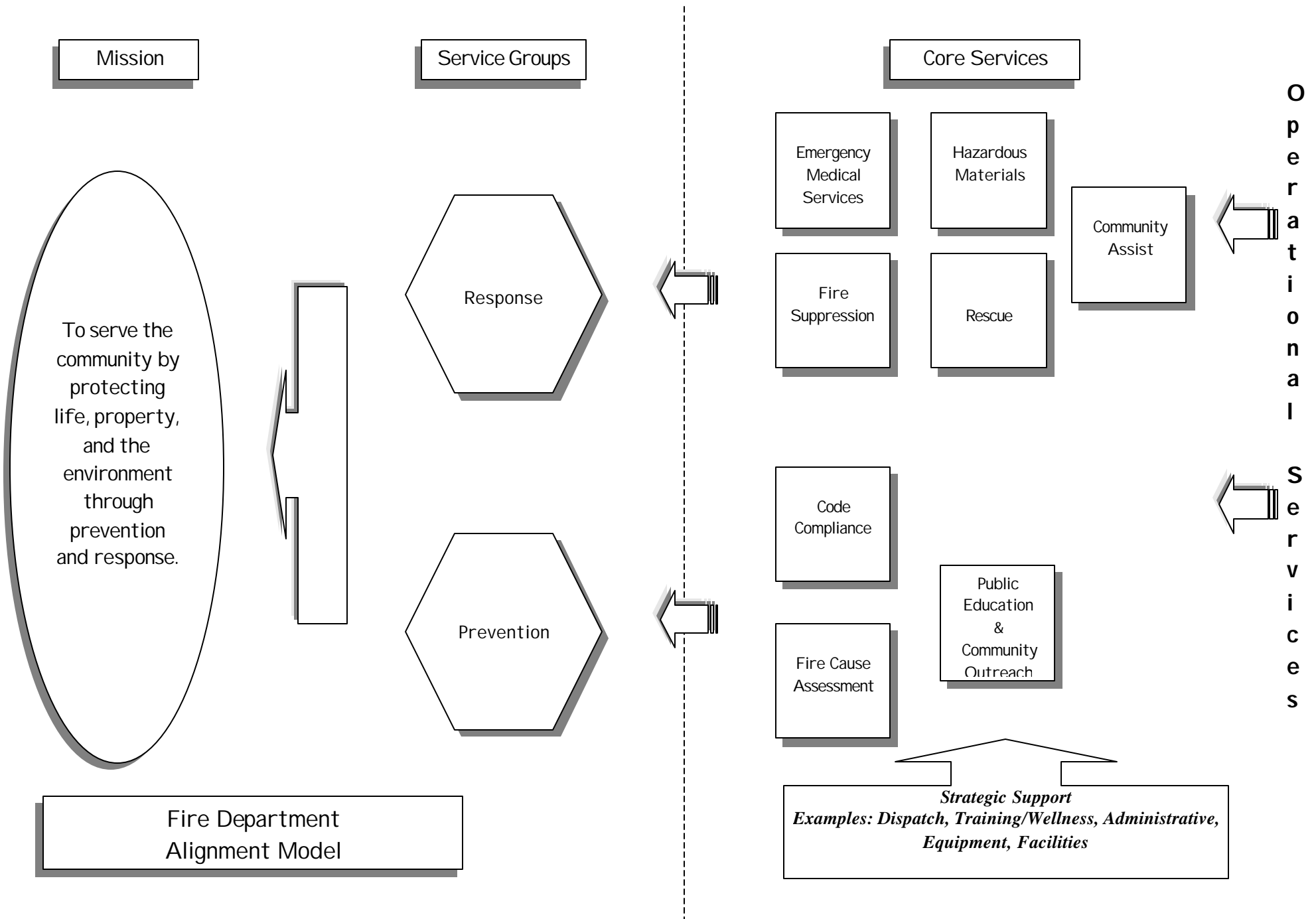
Strengthen Communities of People

Services that enable individuals and groups to exercise power and influence over their own lives and communities.

Fire Department



*To serve the community by protecting
life, property, and the environment
through prevention and response.*



FIRE DEPARTMENT
Service Group: RESPONSE

Core Service:

Notes:

**Emergency Medical
Services**

Delivering emergency medical
direction, response and
treatment.

Core Service:

Notes:

Fire Supression

Containing, controlling and
extinguishing hostile fires with
minimal loss to life and property.

Core Service:

Notes:

Rescue

Removal of people from
dangerous conditions.

FIRE DEPARTMENT
Service Group: RESPONSE

Core Service:

Notes:

Hazardous Materials

Timely and safe response to and mitigation of uncontrolled release of hazardous materials or waste.

Core Service:

Notes:

Community Assist

Assisting with needs of an urgent nature.

FIRE DEPARTMENT
Service Group: PREVENTION

Core Service:

Notes:

Code Compliance

Collection of activities that ensure compliance with all applicable laws for life and environmental safety (voluntary/involuntary).

Core Service:

Notes:

Fire Cause Assessment

Systematic inquiries or examination in order to determine cause (responsibility); to include prosecution.

Core Service:

Notes:

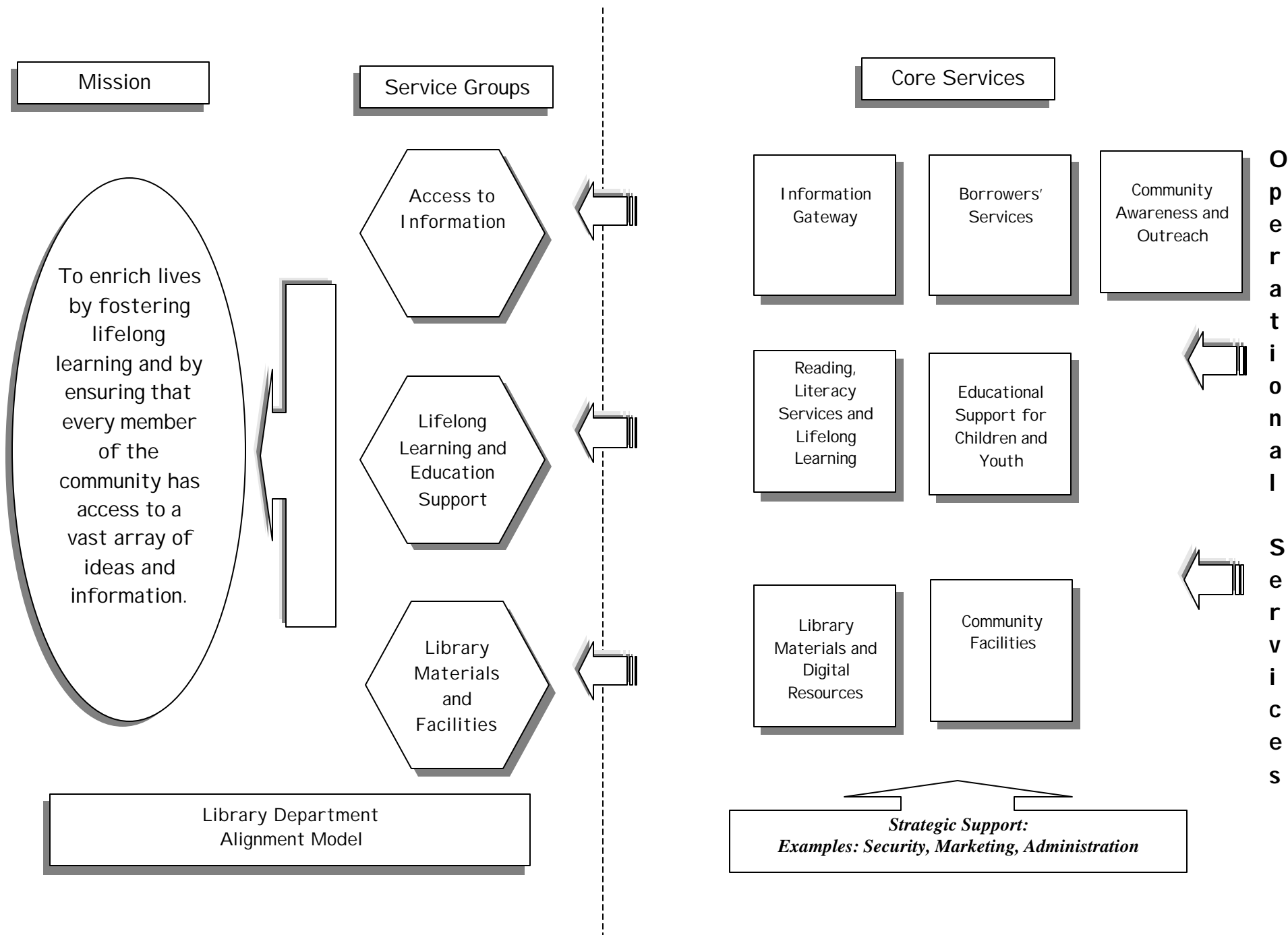
Public Education & Community Outreach

Partner with and educate our community about prevention and safety.

Library Department



San Jose Public Library enriches lives by fostering lifelong learning and by ensuring that every member of the community has access to a vast array of ideas and information.



LIBRARY DEPARTMENT
Service Group: ACCESS TO INFORMATION

Core Service:

Notes:

Information Gateway

Assist customers to use information resources by providing training, web-based and print tools, programs and individual help.

Core Service:

Notes:

Borrowers' Services

Provide services that enable customers to borrow library materials.

Core Service:

Notes:

Community Awareness and Outreach

Provide and develop library services responsive to changing community needs; make residents aware of the broad range of library services; and deliver services to customers with limited access to library facilities.

LIBRARY DEPARTMENT
Service Group: LIFELONG LEARNING & EDUCATION
SUPPORT

Core Service:

Notes:

**Reading, Literacy Services
and Lifelong Learning**

Provide programs that promote
reading, literacy and learning for
all ages.

Core Service:

Notes:

**Educational Support for
Children and Youth**

Provide programs that support
school readiness and success.

LIBRARY DEPARTMENT

Service Group: LIBRARY MATERIALS AND FACILITIES

Core Service:

Notes:

Library Materials and Digital Resources

Make available books, videos,
electronic and other information
resources that are responsive to
community needs.

Core Service:

Notes:

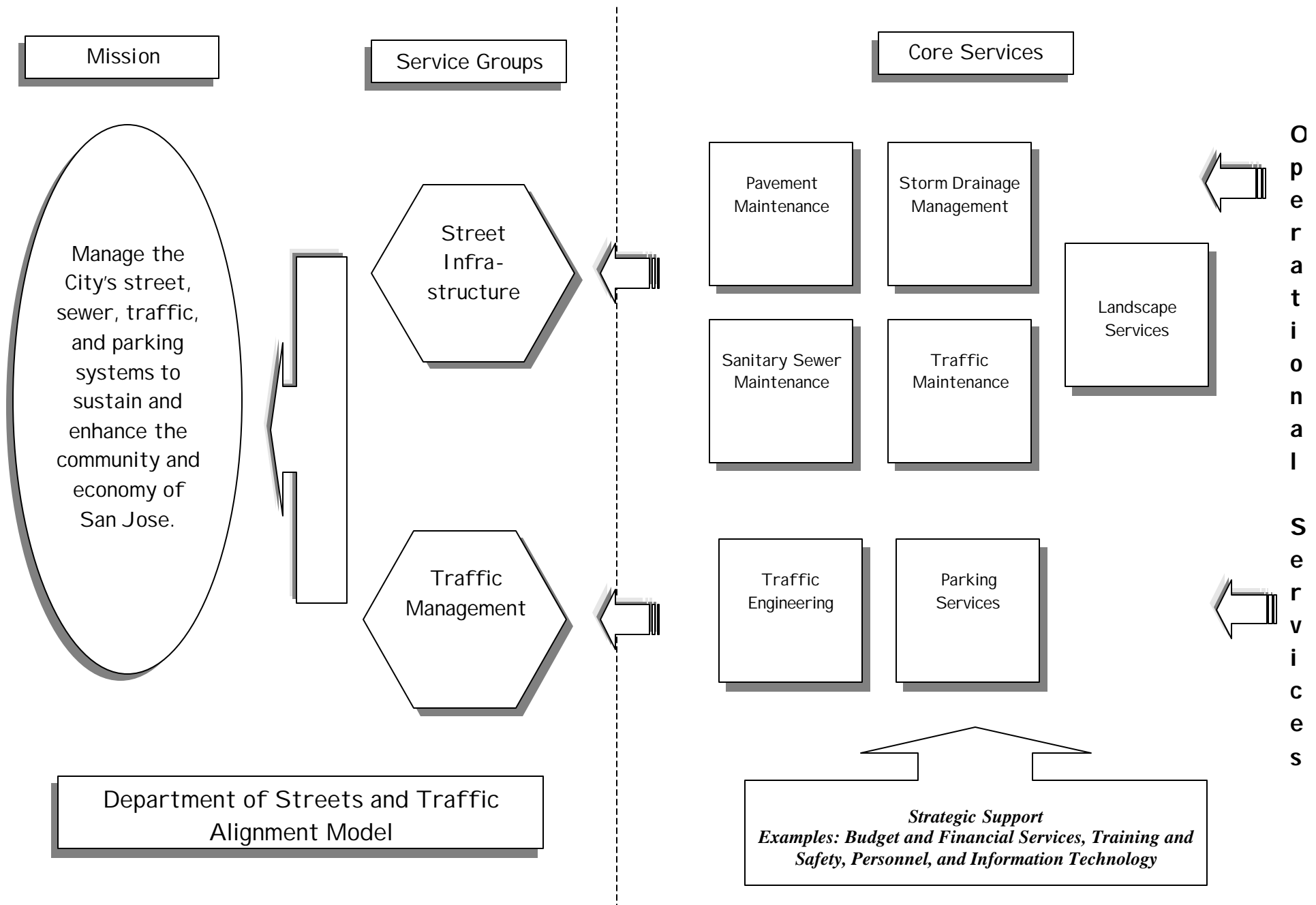
Community Facilities

Provide physical/virtual
environment that allows people
to learn, exchange ideas and to
use library services.

Department of Streets and Traffic



*Manage the City's street, sewer, traffic,
and parking systems to sustain and
enhance the community and economy of
San Jose.*



DEPARTMENT OF STREETS AND TRAFFIC
Service Group: TRAFFIC MANAGEMENT

Core Service:

Notes:

Traffic Engineering

Provide for the safe and efficient flow of traffic and pedestrians by optimizing traffic flow, calming neighborhood traffic, providing traffic safety education, and installing traffic improvements.

Core Service:

Notes:

Parking Services

Provide public parking by managing on and off street parking facilities, implementing effective parking policies and regulations, and ensuring appropriate compliance with policies and regulations.

DEPARTMENT OF STREETS AND TRAFFIC
Service Group: STREET INFRASTRUCTURE SERVICE
GROUP

Core Service:

Notes:

**Storm Drainage
Management**

Maintain and repair the storm sewer collection and conveyance system to insure the proper flow of storm water and the enhancement of storm water quality. Services include the timely and effective repair of the storm sewer system and the implementation of effective quality control initiatives.

Core Service:

Notes:

Traffic Maintenance

Ensure the proper operation of the City's traffic devices and street lights, by providing maintenance and repair of traffic signals, street lights, traffic safety devices, signs, and roadway markings.

DEPARTMENT OF STREETS AND TRAFFIC
Service Group: STREET INFRASTRUCTURE SERVICE
GROUP

Core Service:

Notes:

Landscape Services

Provide for the management and maintenance of street landscape, street trees and sidewalks, in order to provide a safe and aesthetically pleasing streetscape.

Core Service:

Notes:

Pavement Maintenance

Provide for the maintenance and repair of the street network pavement to allow for optimum street service life and the safe and efficient travel of the motoring public. Services include the implementation and management of a timely preventative maintenance program and the expedient performance of corrective street pavement repairs.

DEPARTMENT OF STREETS AND TRAFFIC
Service Group: STREET INFRASTRUCTURE SERVICE
GROUP

Core Service:

Notes:

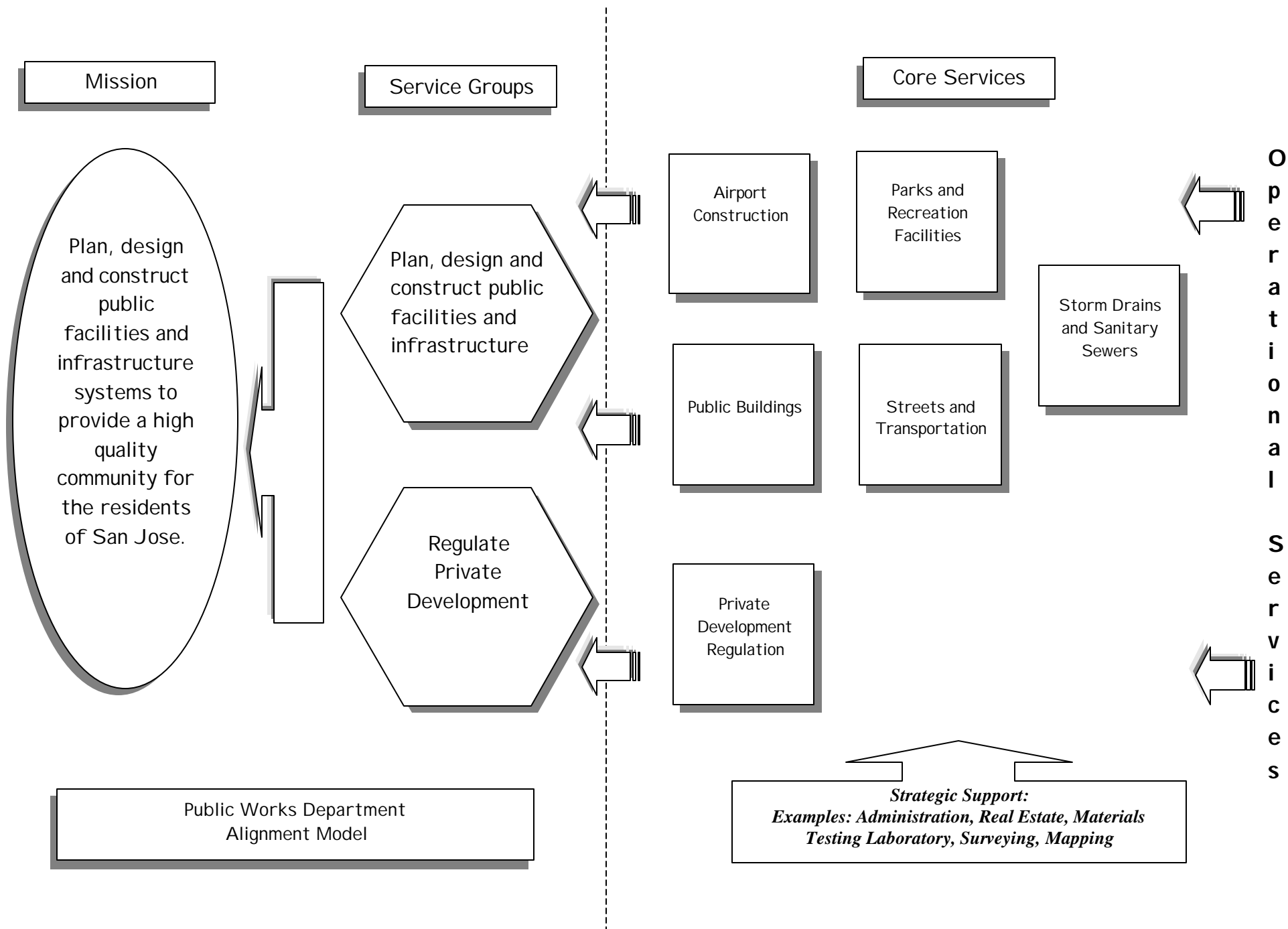
**Sanitary Sewer
Maintenance**

Maintain and repair the sanitary sewer collection system to ensure uninterrupted sewage flow to the water pollution control plant. Services include the timely and effective cleaning of the collection system and the effective repair of failed sections.

Public Works Department



Plan, design, and construct public facilities and infrastructure systems to provide a high quality community for the residents of San Jose.



PUBLIC WORKS DEPARTMENT
Service Group: Design and Construct Public Facilities and
Infrastructure

Core Service:

Notes:

Airport Construction

Plan, design and construct San Jose airport improvements to enhance air transportation services.

Core Service:

Notes:

Parks & Recreation Facilities

Respond to Community needs as scoped in cooperation with the client department by building a diverse range of convenient, safe, and durable Parks and Recreation facilities.

Core Service:

Notes:

Public Buildings

Provide for the design, construction, and renovation of public buildings and facilities.

PUBLIC WORKS DEPARTMENT

Service Group: Design and Construct Public Facilities and Infrastructure

Core Service:

Notes:

Streets and Transportation

Plan, design and construct a transportation network that is safe, efficient, aesthetically pleasing and sensitive to neighborhoods and the environment.

Core Service:

Notes:

Storm Drains and Sanitary Sewers

To design and construct storm drains and sanitary sewers to convey water to creeks and move sewage to the treatment plant.

PUBLIC WORKS DEPARTMENT
Service Group: Regulate Private Development

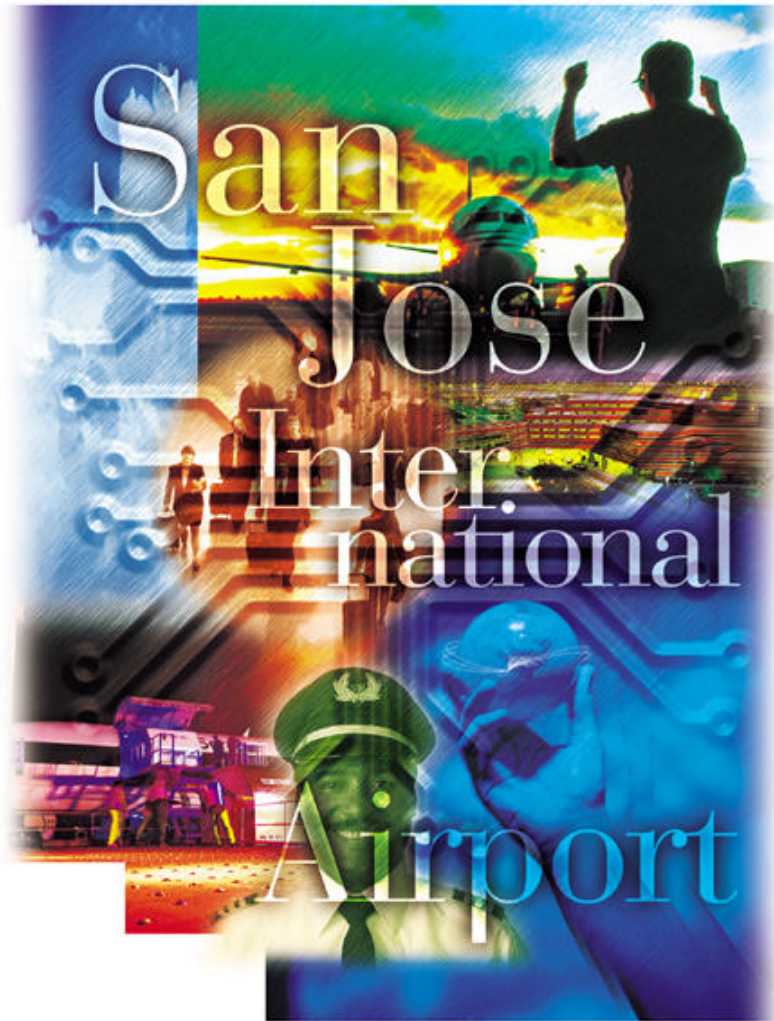
Core Service:

Notes:

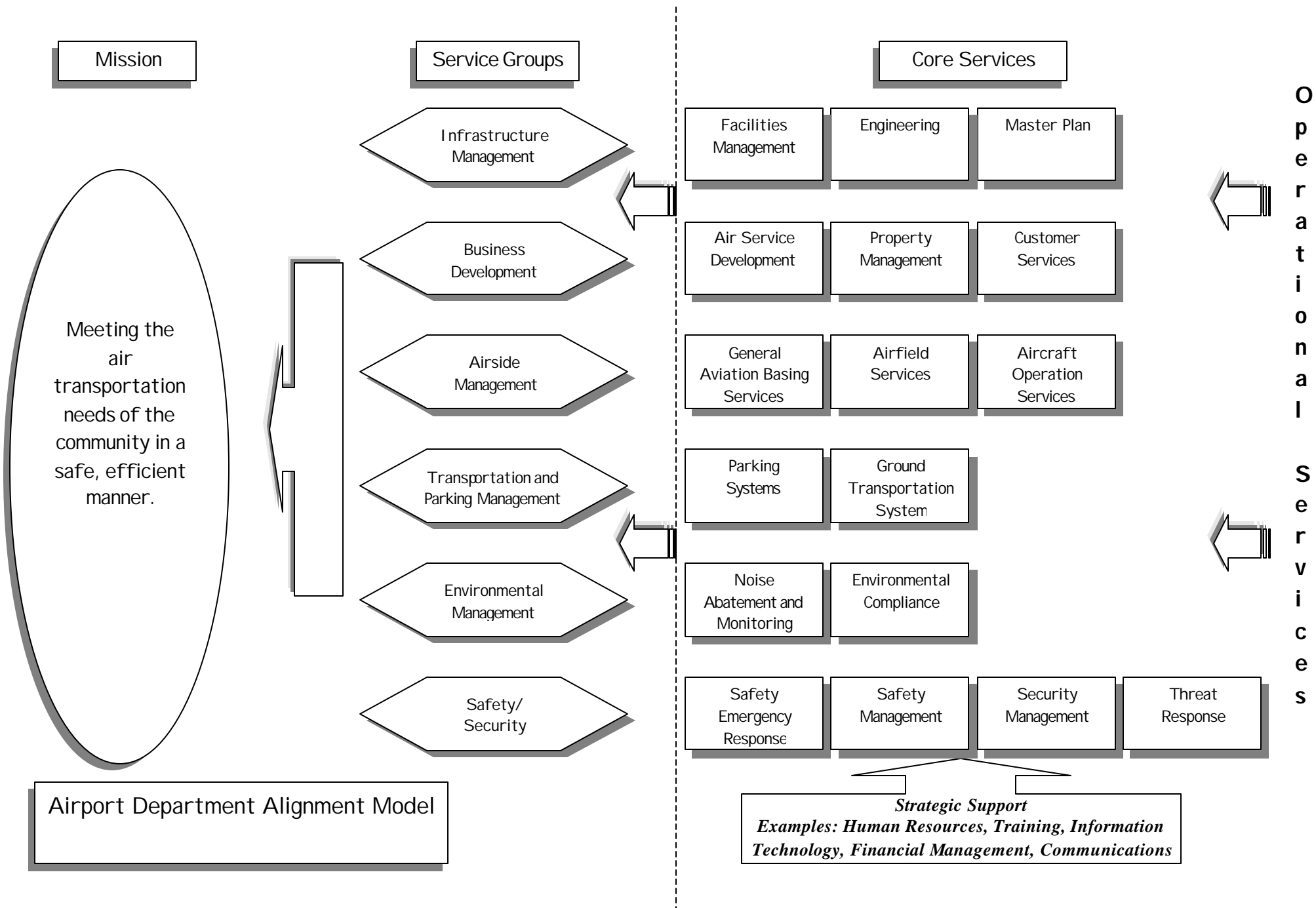
Private Development Regulation

To issue permits and clearances
after review of plans and
inspection of public and private
infrastructure to ensure
compliance with City standards.

Airport Department



Meeting the air transportation needs of the community in a safe, efficient and effective manner.



AIRPORT DEPARTMENT
Service Group: INFRASTRUCTURE MANAGEMENT

Core Service:

Notes:

Facilities Management

Maintain all buildings and grounds and airfield infrastructure at the Airport.

Core Service:

Notes:

Engineering

Manage and coordinate improvements to existing Airport facility infrastructure.

Core Service:

Notes:

Master Plan

Manage the design and construction of Airport improvements to meet the future infrastructure needs of our customers.

AIRPORT DEPARTMENT
Service Group: BUSINESS DEVELOPMENT

Core Service:

Notes:

Air Service Development

Develop air service to meet current and projected future customer demands; provide information on and promote use of air services and airport facilities.

Core Service:

Notes:

Property Management

Implement and coordinate a property management program for properties, buildings and terminals at the Airport with the goal of maximizing services to our customers.

Core Service:

Notes:

Customer Services

Provide information, services, and amenities that meet the needs of the airport users and resolve customers' concerns.

AIRPORT DEPARTMENT
Service Group: AIRSIDE MANAGEMENT

Core Service:

Notes:

**General Aviation Basing
Services**

Manage and facilitate General
Aviation Basing Agreement.

Core Service:

Notes:

Airfield Services

Manage and facilitate all Airfield
operations and ensure that the
airfield is safe and in compliance
with all applicable local, state
and federal regulations.

Core Service:

Notes:

**Aircraft Operation
Services**

Manage and coordinate ground
support and flight activities
related to aircraft operations.

AIRPORT DEPARTMENT
Service Group: ENVIRONMENTAL MANAGEMENT

Core Service:

Notes:

Noise Abatement and Monitoring

Provide customer service to the community by measuring the Airport's noise impacts, responding to public concerns, educating the public about noise abatement efforts, and identifying potential noise mitigation measures, and improving the interior environment of residents impacted by aircraft noise.

Core Service:

Notes:

Environmental Compliance

Implementing policy, programs and best management practices that ensure compliance with regulations protecting air and water quality, waste re-use, hazardous materials, impacts on endangered species and wetlands.

AIRPORT DEPARTMENT
Service Group: TRANSPORTATION AND PARKING
MANAGEMENT

Core Service:

Notes:

Parking Systems

Provide safe, reliable and efficient parking facilities to meet the needs and demands of the public and Airport tenants.

Core Service:

Notes:

Ground Transportation System

Ensure safe, reliable and efficient commercial and public transportation to and from the Airport, including traffic management.

AIRPORT DEPARTMENT
Service Group: SAFETY/SECURITY

Core Service:

Notes:

**Safety Emergency
Response**

Provide emergency safety services primarily by San Jose Fire Station 20 including medical and hazardous materials response, and fire fighting and aircraft rescue. Also, includes resource coordination by the Airport Communications Center.

Core Service:

Notes:

Safety Management

Manage the Airport's safety programs, including developing disaster plans, conducting safety inspections, providing disaster response training and developing safety Standard Operating Procedures.

Core Service:

Notes:

Security Management

Manage the Airport's security programs, including the development of security plans, providing security training and access control.

AIRPORT DEPARTMENT
Service Group: SAFETY/SECURITY

Core Service:

Notes:

Threat Response

Provide Airport security threat response, which include the coordination of resources by the Airport Communications Center, law enforcement functions as provided by SJPD-Administration, and incident management functions as provided by Airport Senior Staff.

General Services Department



*To support the missions of our customers
by maintaining buildings, parks and fleet
equipment and by providing centralized
procurement services and materials
management*

Mission

To support the missions of our customers by maintaining buildings, parks and fleet equipment and by providing centralized procurement services and materials management.

General Services Department
Alignment Model

Service Groups

Fleet
Management

Purchasing &
Materials
Management

Parks & Civic
Grounds
Management

Facilities
Management

Core Services

Provide repair
and
maintenance of
City fleet &
equipment

Manage fuel
availability
and
distribution

Manage the
acquisition and
equipping of
the entire
City fleet

Manage &
facilitate the
procurement
process

Provide
materials
management
services

Provide
grounds &
landscape
maintenance

Maintain park
hardware and
sports
apparatus

Maintain and
improve City
facilities

Strategic Support
*Examples: Personnel Transactions, Budget/Fiscal
Support, Training & Safety*

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GENERAL SERVICES DEPARTMENT

Service Group: Fleet Management

Core Service:

Provide Repair and Maintenance of City Fleet and Equipment

Preventative maintenance, repair,
facility management and parts
management.

Core Service:

Manage Fuel Availability and Distribution

Fuel acquisition, inventory
management, dispensing
equipment/facilities and
infrastructure.

Notes:

Core Service:

Manage Acquisition and Equipping of the Entire City Fleet

Replacement planning, writing
specifications, making necessary
modifications and completing in-
service preparations.

Notes:

Notes:

GENERAL SERVICES DEPARTMENT
Service Group: Parks and Civic Grounds Management

Core Service:

Notes:

**Provide Grounds and Landscape
Maintenance**

Irrigation and landscape
maintenance, health & safety
services, graffiti abatement,
and special event support
within the City's 185 park
facilities.

Core Service:

Notes:

**Maintain Park Hardware and
Sports Apparatus**

Maintenance and renovation of
irrigation hardware, municipal
swimming pool and fountains,
playground equipment, park
furniture, play courts, and sports
hardware within the City's 185
park facilities.

GENERAL SERVICES DEPARTMENT

Service Group: Purchasing and Materials Management

Core Service:

Notes:

**Manage and Facilitate
Procurement Process**

Conducting competitive
processes, researching new
vendors and products, and
managing contracts.

Core Service:

Notes:

**Provide Materials Management
Services**

Copy, mail and delivery services;
surplus, recycling, warehousing
and records management.

GENERAL SERVICES DEPARTMENT
Service Group: Facilities Management

Core Service:

Notes:

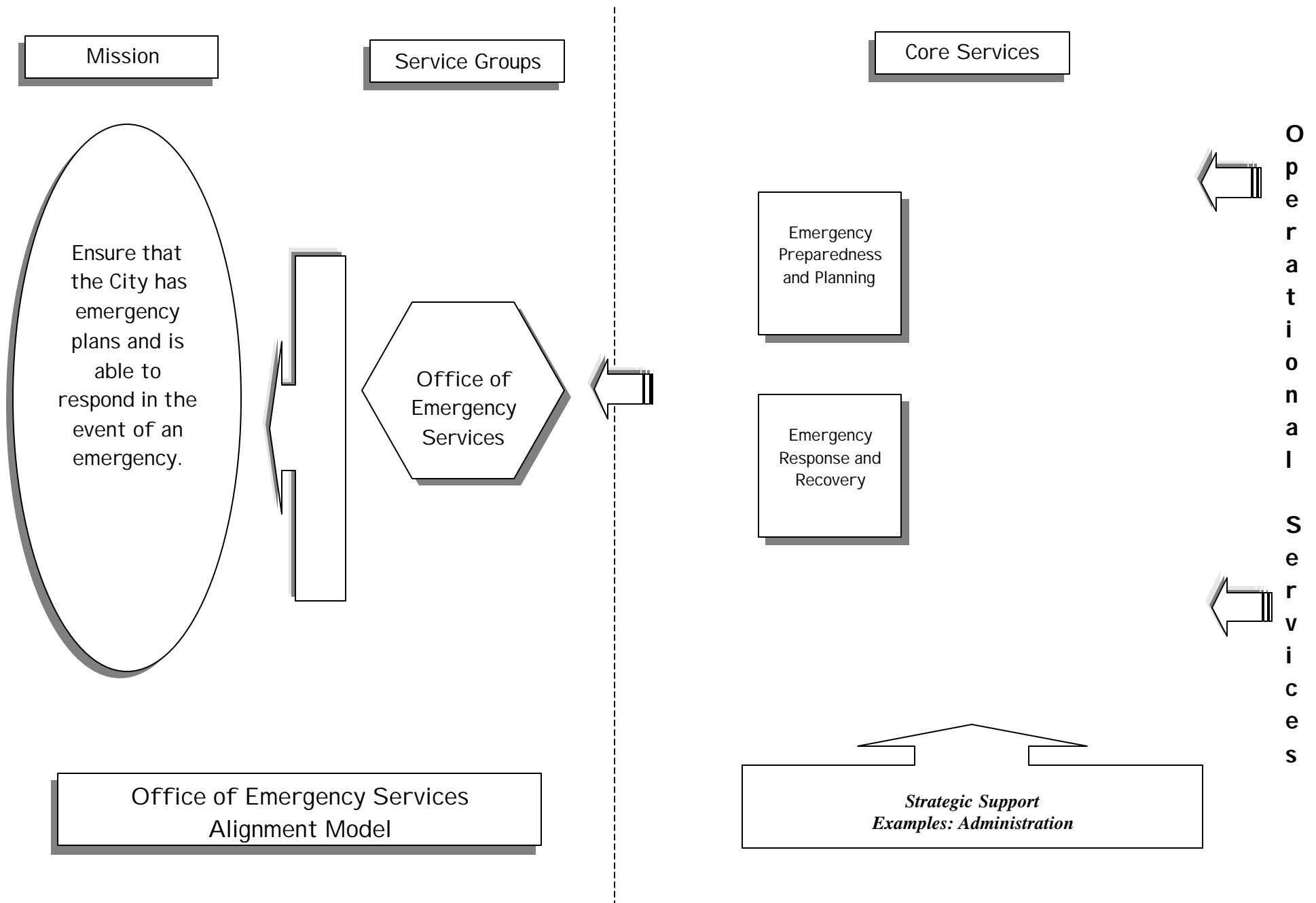
**Maintain and Improve City
Facilities**

Maintenance, improvements,
and emergency response to
carpentry, electrical, HVAC,
and plumbing systems, and
provides custodial and painting
services to City facilities.

Office of Emergency Services



Ensure that the City has emergency plans and is able to respond in the event of an emergency.



OFFICE OF EMERGENCY SERVICES

Core Service:

Notes:

Emergency Preparedness and Planning

Develops and maintains the citywide Emergency Operation Plan and its components, coordinated with federal, state and mutual aid partners; and assists departments with the development of their Standard Operating Procedures for emergencies.

Core Service:

Notes:

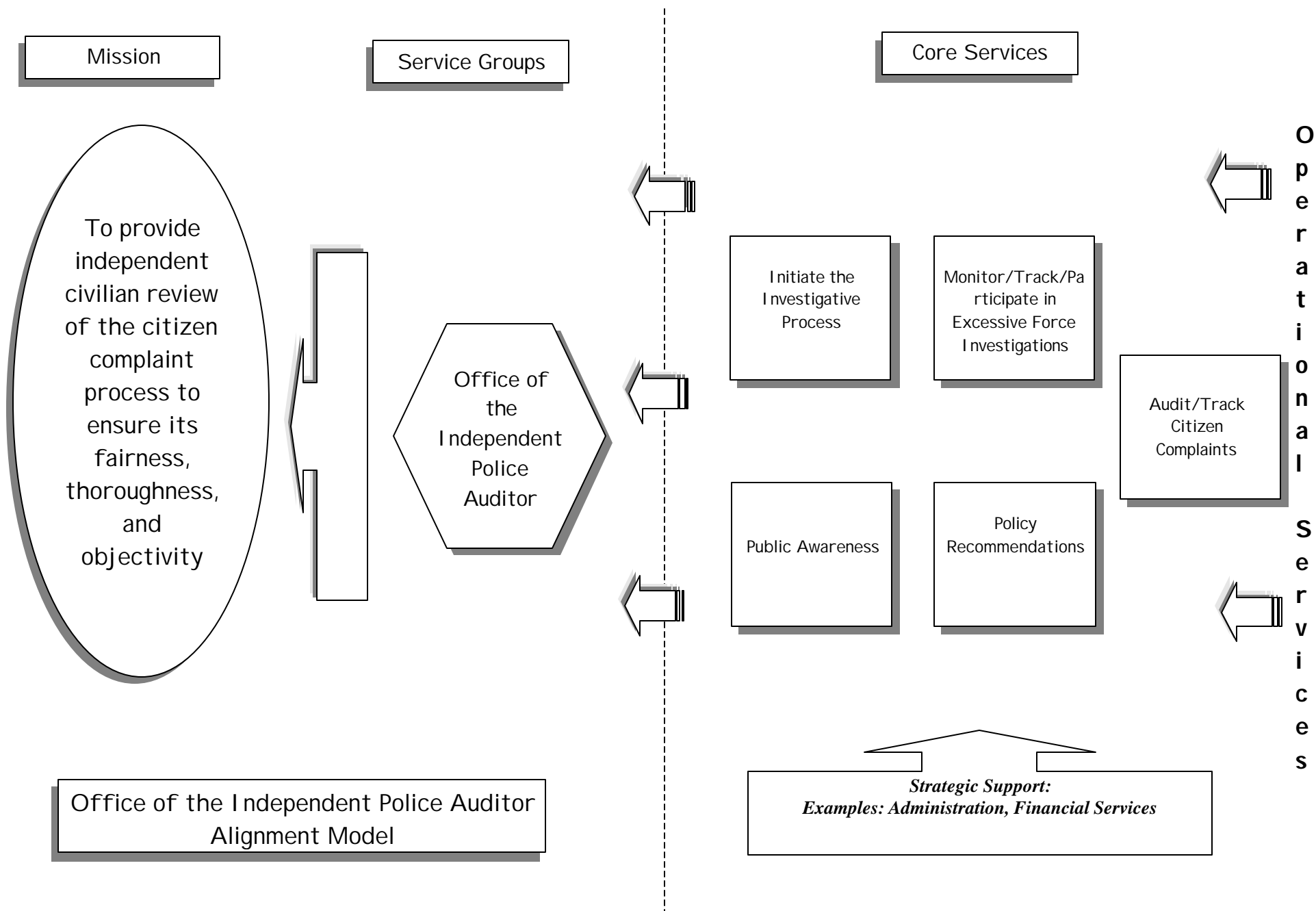
Emergency Response and Recovery

Develops and maintains the Emergency Operations Center and its systems in coordination with federal and state requirements; and trains City staff and residents in proper emergency response procedures.

Office of the Independent Police Auditor



To provide an independent review of the citizen complaint process, to promote public awareness, public confidence and to increase greater police accountability by the San Jose Police Department.



OFFICE OF THE INDEPENDENT POLICE AUDITOR

Core Service:

Notes:

Initiate the Investigative Process

Serve as an alternative and independent office where people may file a complaint against a member of the San Jose Police Department in order to initiate an investigation.

Core Service:

Notes:

Monitor/Track/Participate in Excessive Force Investigations

Monitor, track and participate in all excessive force investigations from the beginning to closure in order to insure that they are conducted objectively, thoroughly, and that the evidence supports the finding.

Core Service:

Notes:

Audit/Track Citizen Complaints

Audit and track all citizen complaints and investigations in order to insure that they are conducted objectively, thoroughly, and that the evidence supports the finding.

OFFICE OF THE INDEPENDENT POLICE AUDITOR

Core Service:

Notes:

Public Awareness

Increase awareness about the complaint process and an individual's right to file a complaint by making presentations to the community, by publishing and distributing literature in different languages, and by establishing neighborhood based referral sites.

Core Service:

Notes:

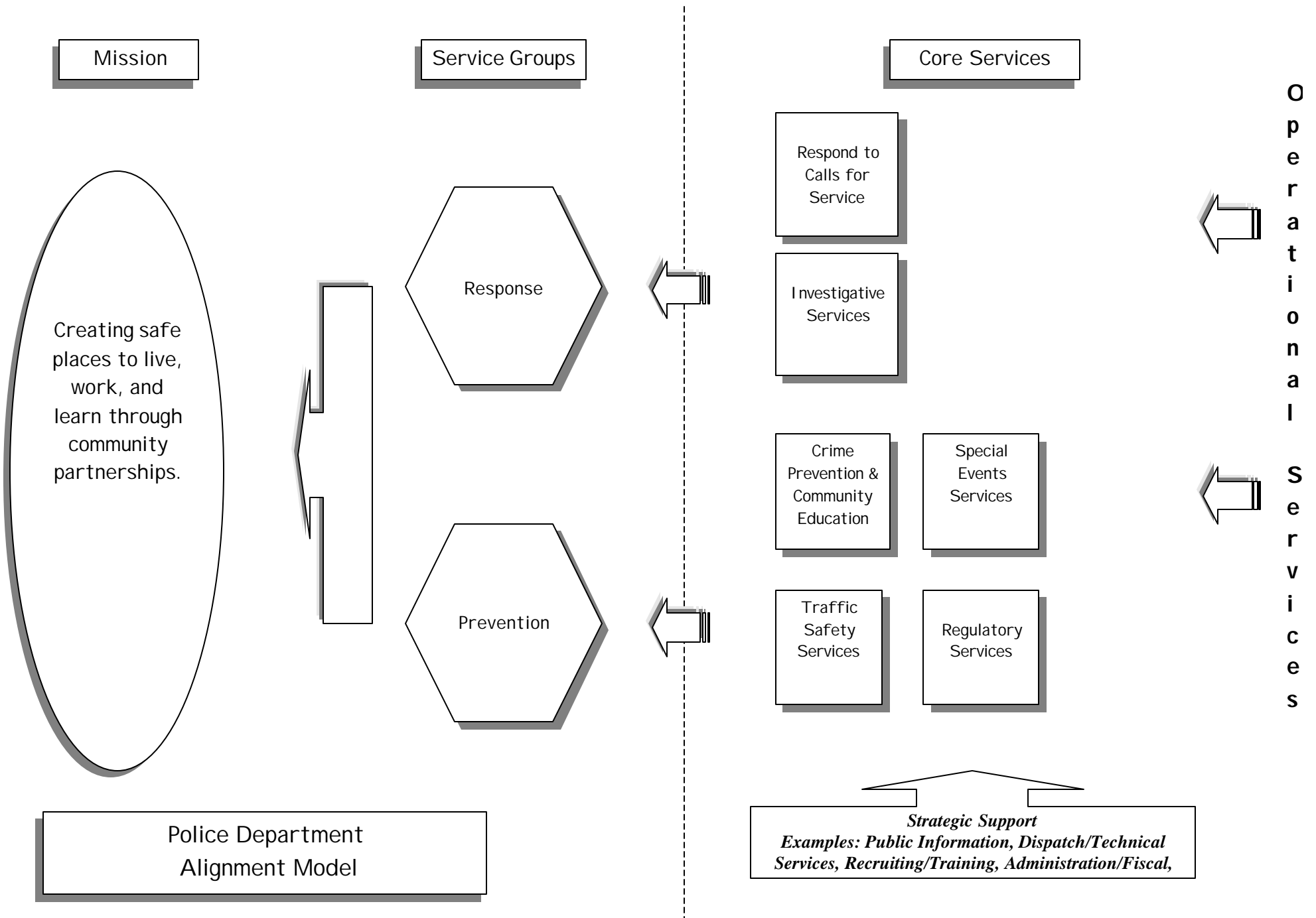
Policy Recommendations

Gather and analyze data to identify trends and patterns which serve as the basis for policy and procedural recommendations which are presented in public reports to the City Council for adoption.

Police Department



*Creating safe places to live, work, and learn
through community partnerships.*



POLICE DEPARTMENT
Service Group: RESPONSE

Core Service:

Notes:

**Respond to Calls for
Service**

Provide for 24-hour response to
emergency and non-emergency
calls.

Core Service:

Notes:

Investigative Services

Provide for the objective
examination of events through
the collection of evidence,
interviewing of witnesses, the
interrogation of suspects and
other activities, to arrive at a
resolution or successful
prosecution.

POLICE DEPARTMENT
Service Group: PREVENTION

Core Service:

Notes:

**Crime Prevention and
Community Education**

Provide programs and services through community education and partnerships to reduce criminal activity and enhance public safety.

Core Service:

Notes:

Traffic Safety Services

Provide for the safe and free flow of traffic through enforcement, education, investigation, and traffic control.

Core Service:

Notes:

Special Events Services

Provide for safe and orderly special events.

POLICE DEPARTMENT
Service Group: PREVENTION

Notes:

Core Service:

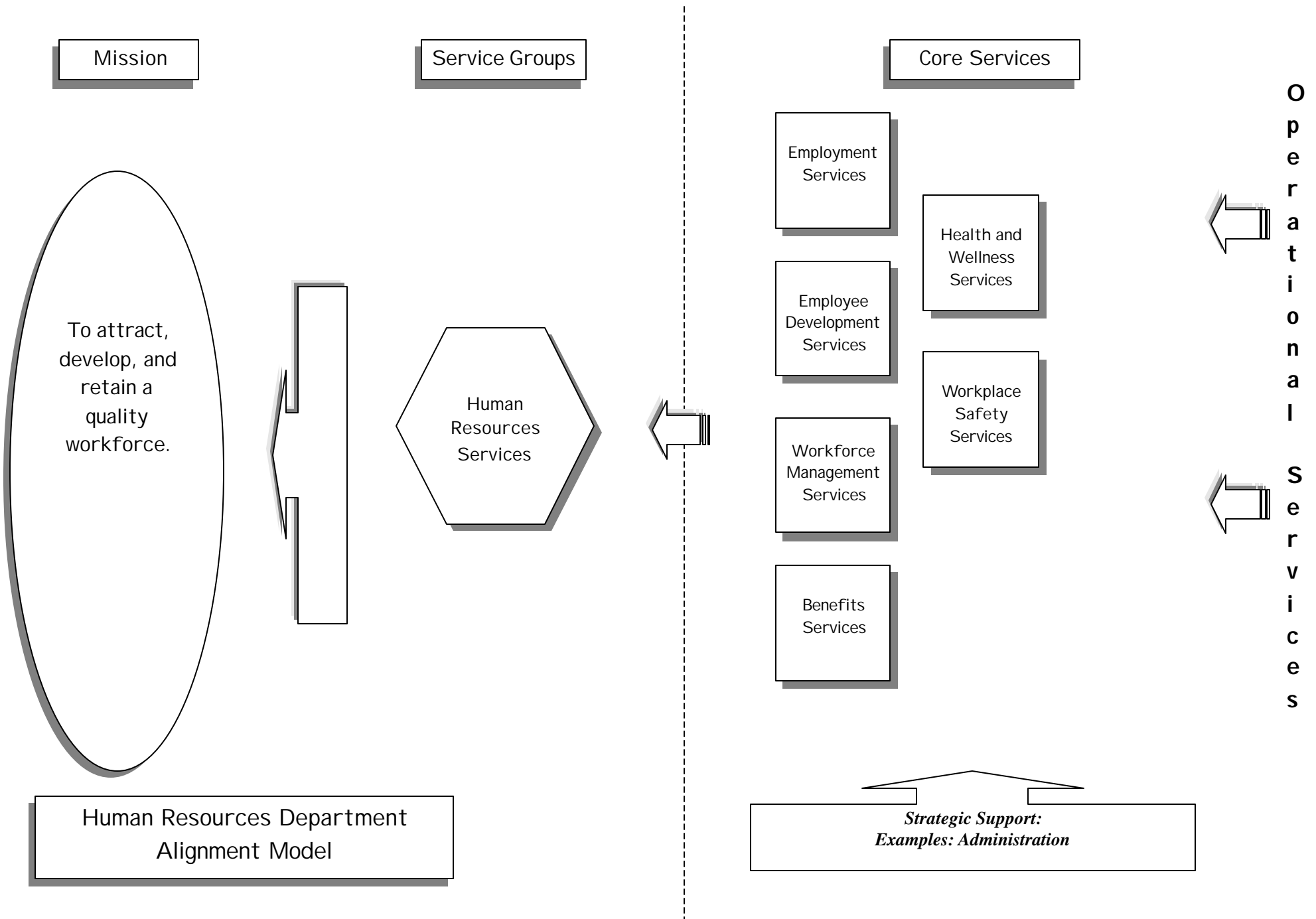
Regulatory Services

Provide for the mandated
regulation of businesses and
activities and the issuance of
necessary permits.

Human Resources Department



*Our mission is to attract, develop, and
retain a quality workforce.*



HUMAN RESOURCES DEPARTMENT

Core Service:

Notes:

Employee Development Services

Provide services to ensure the total development of employees and organization.

Core Service:

Notes:

Workforce Management Services

Maintain accurate employee records for job, pay, and personal data to facilitate the effective use of workforce data in managing City operations. Develop and publish HR policies and procedures and assist City Departments in applying these policies and procedures.

HUMAN RESOURCES DEPARTMENT

Core Service:

Notes:

Health and Wellness Services

Provide services that ensure employee health, fitness and well-being.

Core Service:

Notes:

Workplace Safety Services

Provide services that ensure the safety of the workplace.

HUMAN RESOURCES DEPARTMENT

Core Service:

Notes:

Employment Services

Assist City Departments to recruit and hire the most qualified candidates in a timely manner. Maintain classification/compensation systems to ensure that the duties, responsibilities, and compensations of different job positions are well-defined.

HUMAN RESOURCES DEPARTMENT

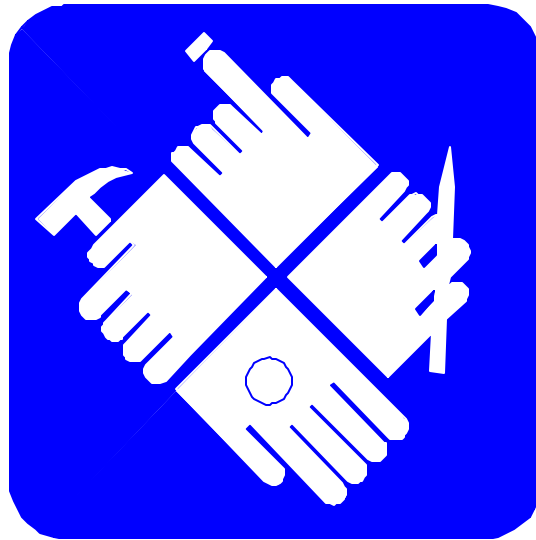
Core Service:

Notes:

Benefits Services

Maintain benefits programs such as health, dental, insurance , and deferred compensation to best meet the needs of the organization. Assist plan participants to utilize their plans effectively.

Office of Equality Assurance



To ensure City-wide compliance with laws and policies addressing non-discrimination, equal opportunity, diversity and access in the City's employment, programs, services and contracting policies; ensure that City programs, services and facilities are accessible to persons with disabilities; and, ensure that City contractors and subcontractors pay their employees the mandated wage and benefit rates.

Mission

To ensure City -wide compliance with laws and policies addressing non-discrimination, equal opportunity, diversity and access in the City's employment, programs, services and contracting policies; ensure that City programs, services and facilities are accessible to persons with disabilities; and ensure that City contractors and subcontractors pay their employees the mandated wage and benefit rates.

Service Groups

Office of
Equality
Assurance

Core Services

Equal
Opportunity and
Access

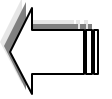
Labor
Compliance

Office of Equality Assurance
Alignment Model

Strategic Support
Examples: Administration

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OFFICE OF EQUALITY ASSURANCE

Core Service:

Notes:

Equal Opportunity and Access

Ensures nondiscrimination, equal opportunity and access in City employment, services, programs and activities. To ensure that the City takes affirmative action to promote and increase diversity in its employment practices.

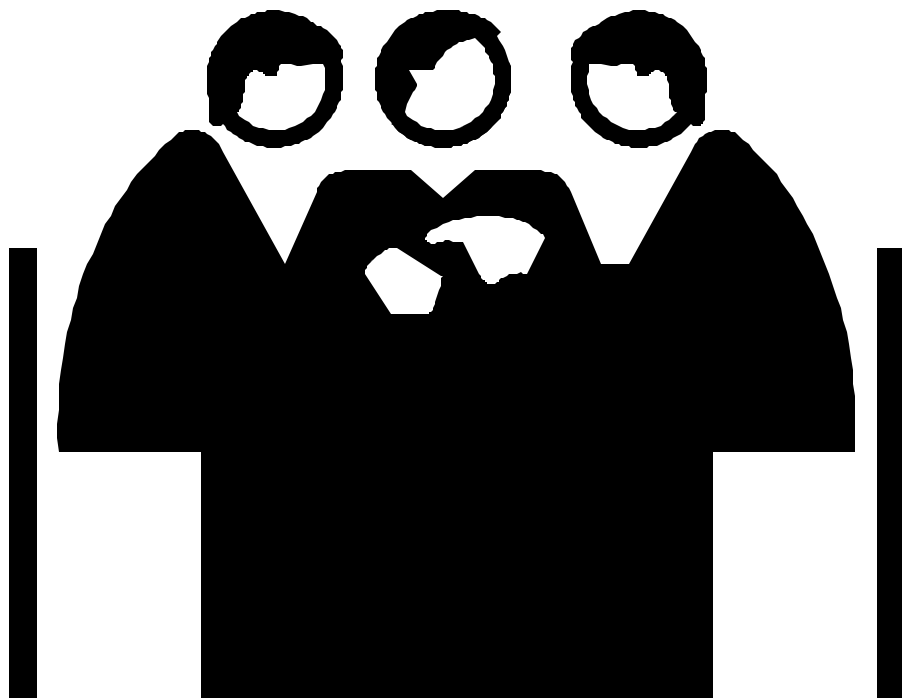
Core Service:

Notes:

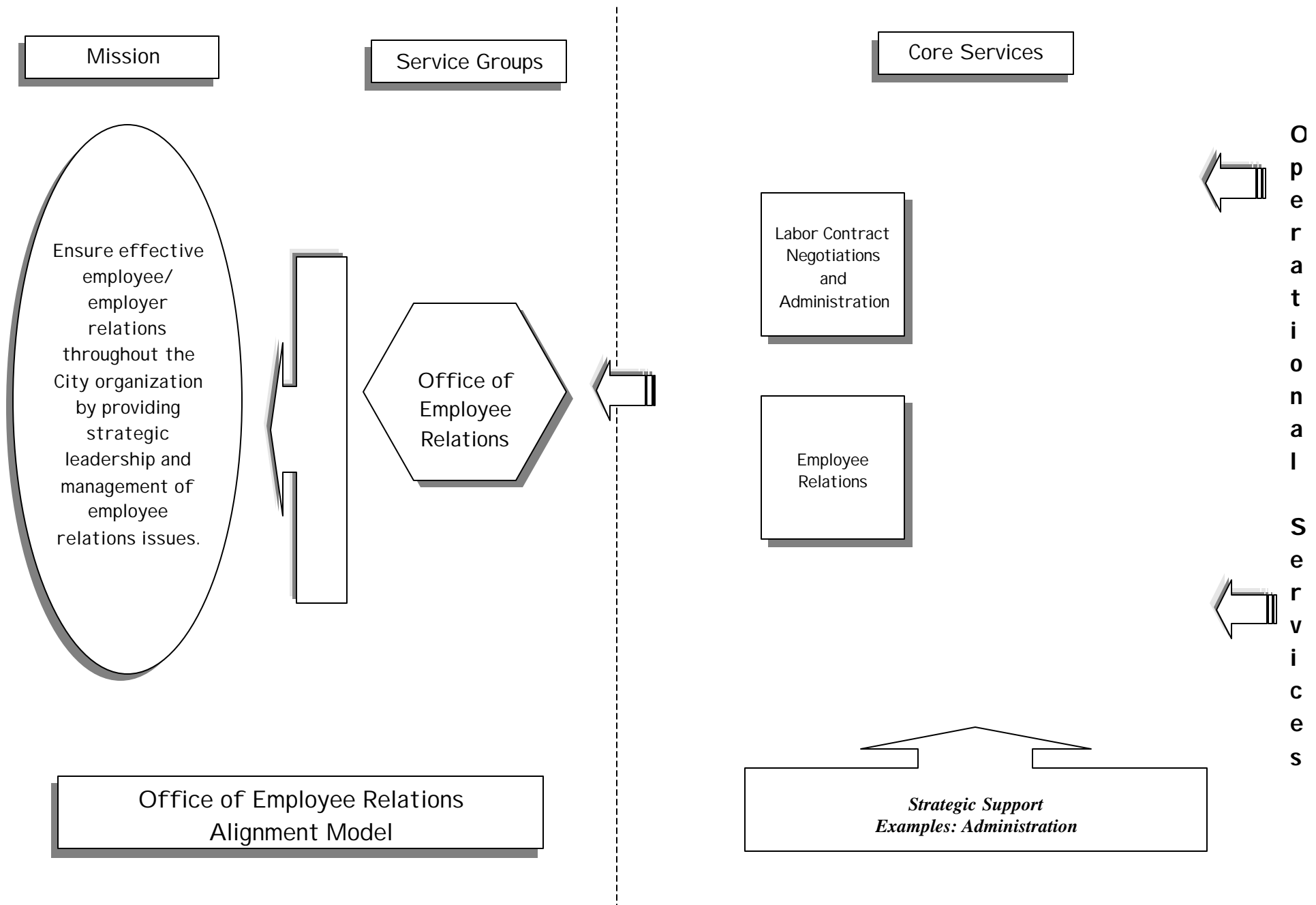
Labor Compliance

Administers Federal, State and City wage and benefit regulations. Assures full and fair opportunity for businesses to compete for City contracts.

Office of Employee Relations



Ensure effective employee/employer relations throughout the City organization by providing strategic leadership and management of employee relations issues.



OFFICE OF EMPLOYEE RELATIONS

Core Service:

Notes:

Labor Contract Negotiations and Administration

Negotiate contracts and lead and coordinate the meet and confer process with all bargaining units, provide grievance and contract dispute resolution services, and ensure consistent interpretation of contract provisions.

Core Service:

Notes:

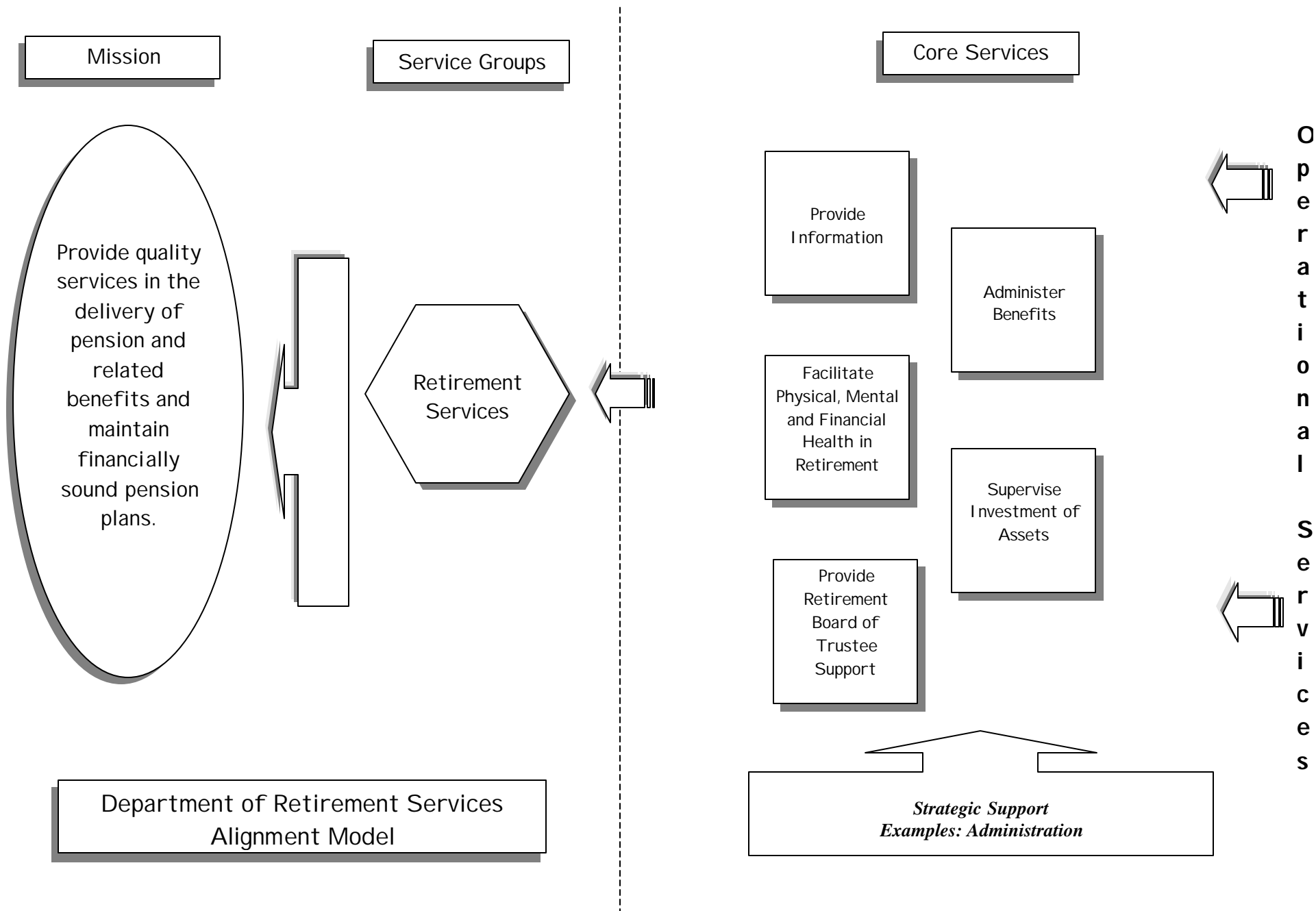
Employee Relations

Provide advice and direction for employee performance management, develop and maintain city-wide employee policies, and coordinate plans to resolve employee/employer issues.

Department of Retirement Services



Provide quality services in the delivery of pension and related benefits and maintain financially sound pension plans.



DEPARTMENT OF RETIREMENT SERVICES

Core Service:

Notes:

Provide Information

Provide members and others with information concerning retirement related services.

Core Service:

Notes:

Facilitate Physical, Mental and Financial Health in Retirement

Provide counseling, education and planning to members and retirees on post employment benefits and the development of a successful life plan.

Core Service:

Notes:

Provide Retirement Board of Trustee Support

Compile information and develop recommendations to enable the Board to make informed decisions and provide administrative services in support of their fiduciary responsibility.

DEPARTMENT OF RETIREMENT SERVICES

Core Service:

Notes:

Administer Benefits

Implement policies and procedures to deliver benefits as negotiated by the City and its bargaining units and specified in the San Jose Municipal Code.

Core Service:

Notes:

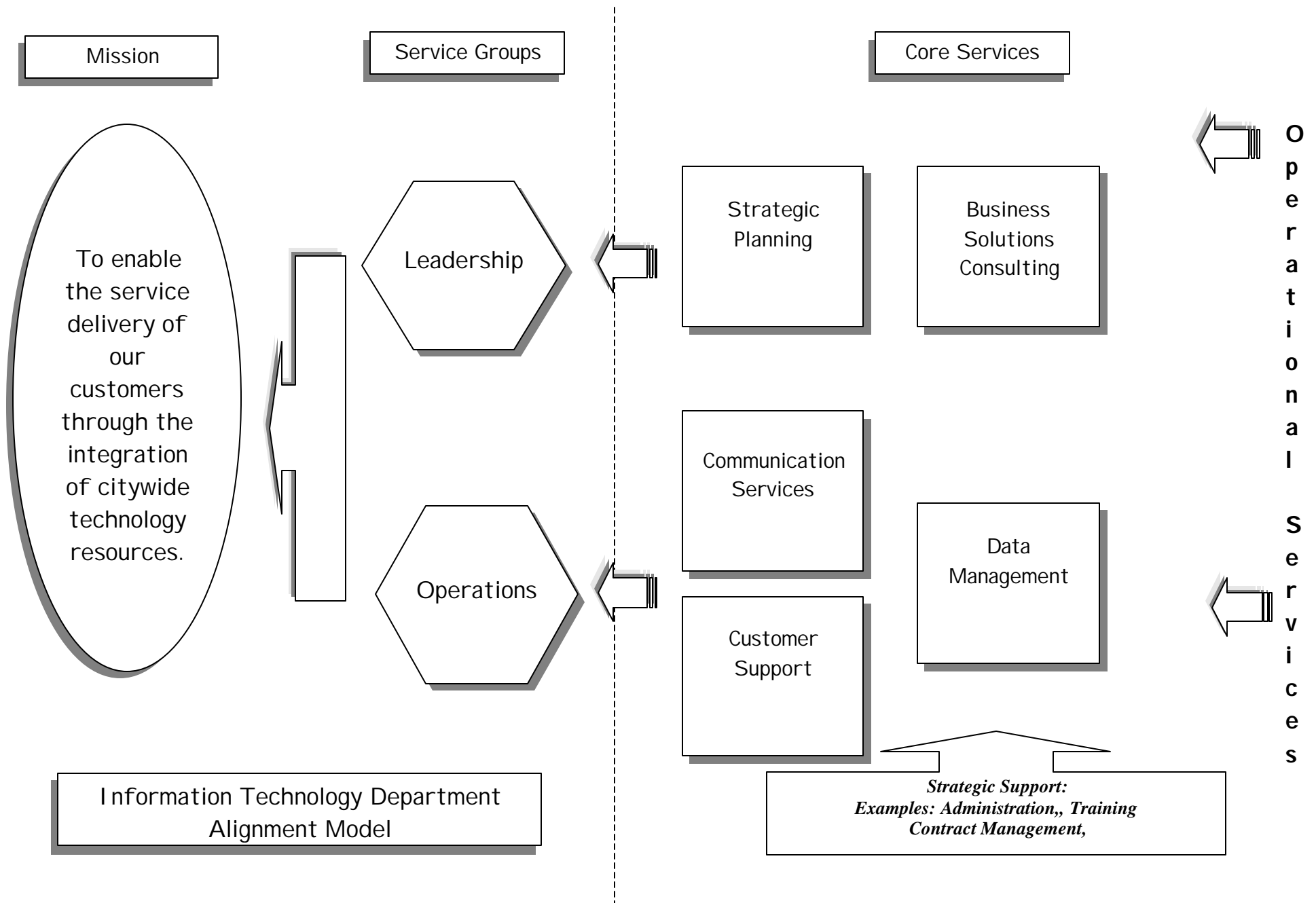
Supervise Investment of Assets

Develop and implement Boards' investment policies to maintain a well-balanced program by assisting in hiring managers and monitoring performance in order to fund benefits.

Information Technology Department



Enable the service delivery of our customers through the integration of citywide technology resources.



INFORMATION TECHNOLOGY DEPARTMENT

Service Group: OPERATIONS

Core Service:

Notes:

Communications Services

Enable the availability and relevancy of communication services.

Core Service:

Notes:

Customer Support

Assist customers in the use of technology.

Core Service:

Notes:

Data Management

Manage the City's enterprise data so that critical business processes remain operational.

INFORMATION TECHNOLOGY DEPARTMENT

Service Group: LEADERSHIP

Core Service:

Notes:

Strategic Planning

Ensure optimal resource utilization and technology investment.

Core Service:

Notes:

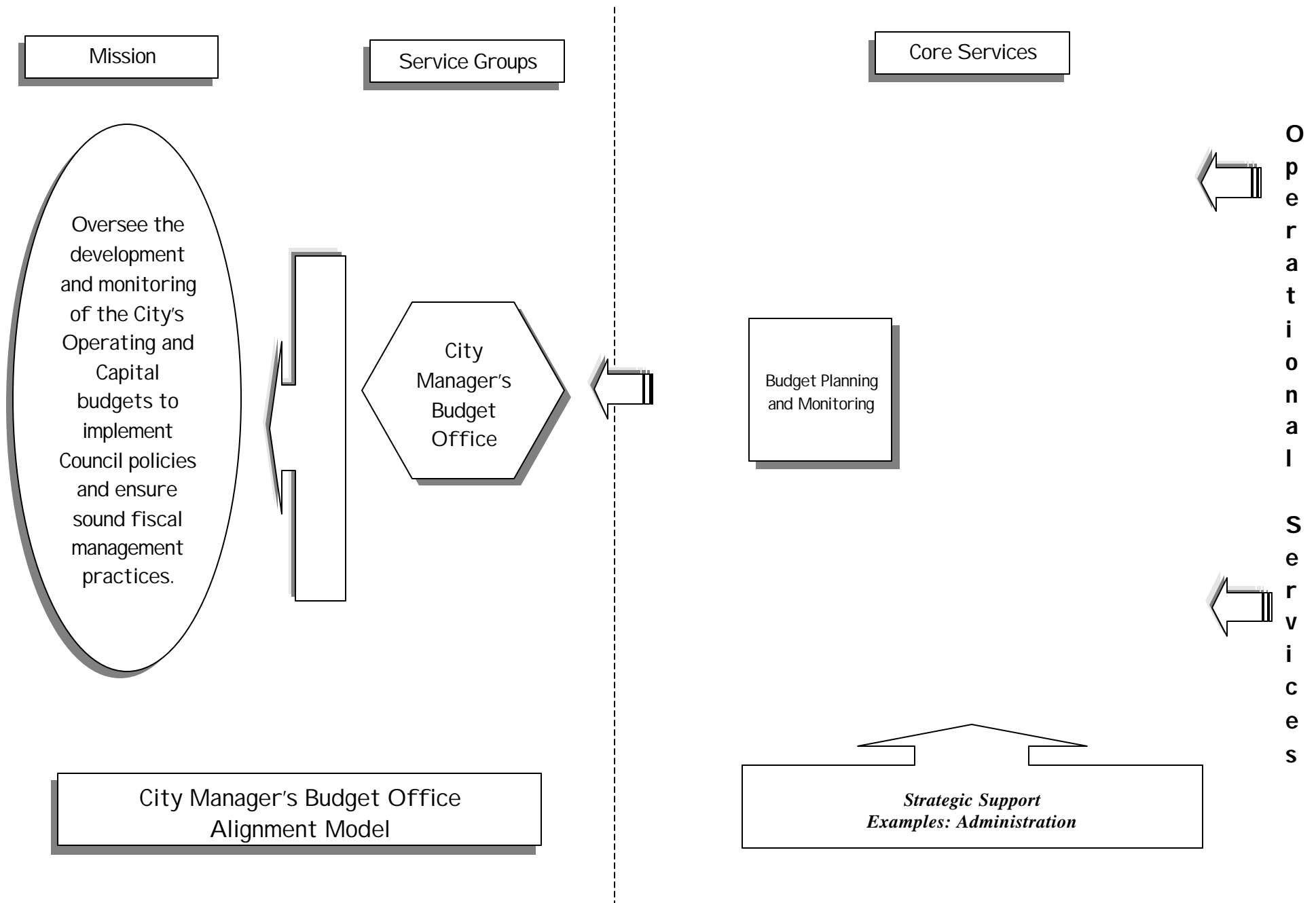
Business Solutions Consulting

Create solutions which maximize the delivery of City services.

City Manager's Budget Office



Oversee the development and monitoring of the City's Operating and Capital budgets to implement Council policies and ensure sound fiscal management practices.



CITY MANAGER'S BUDGET OFFICE

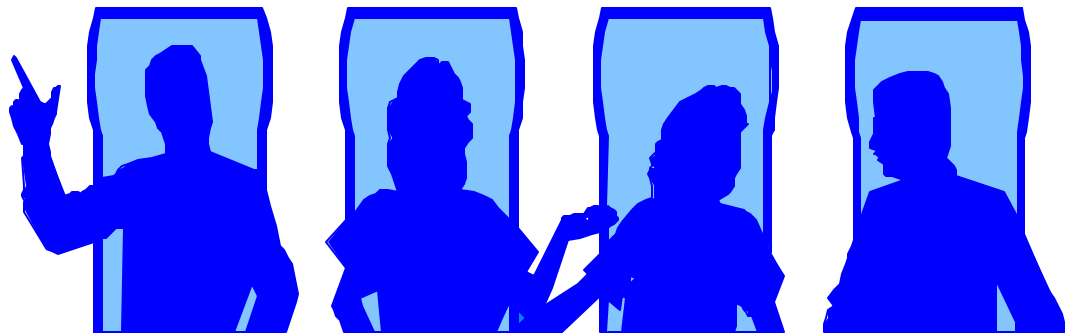
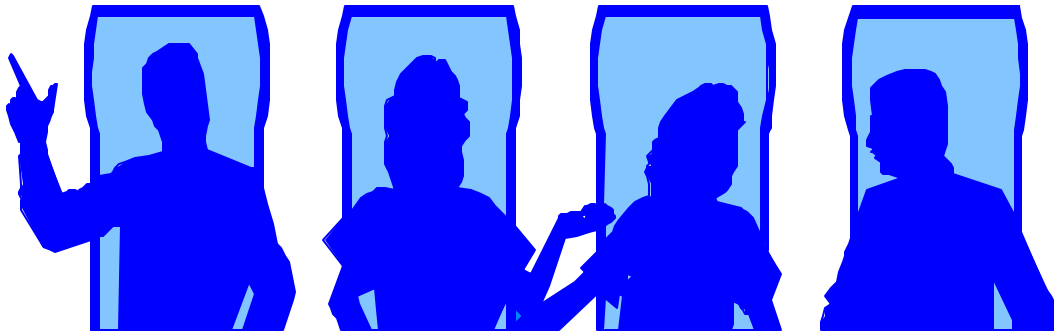
Core Service:

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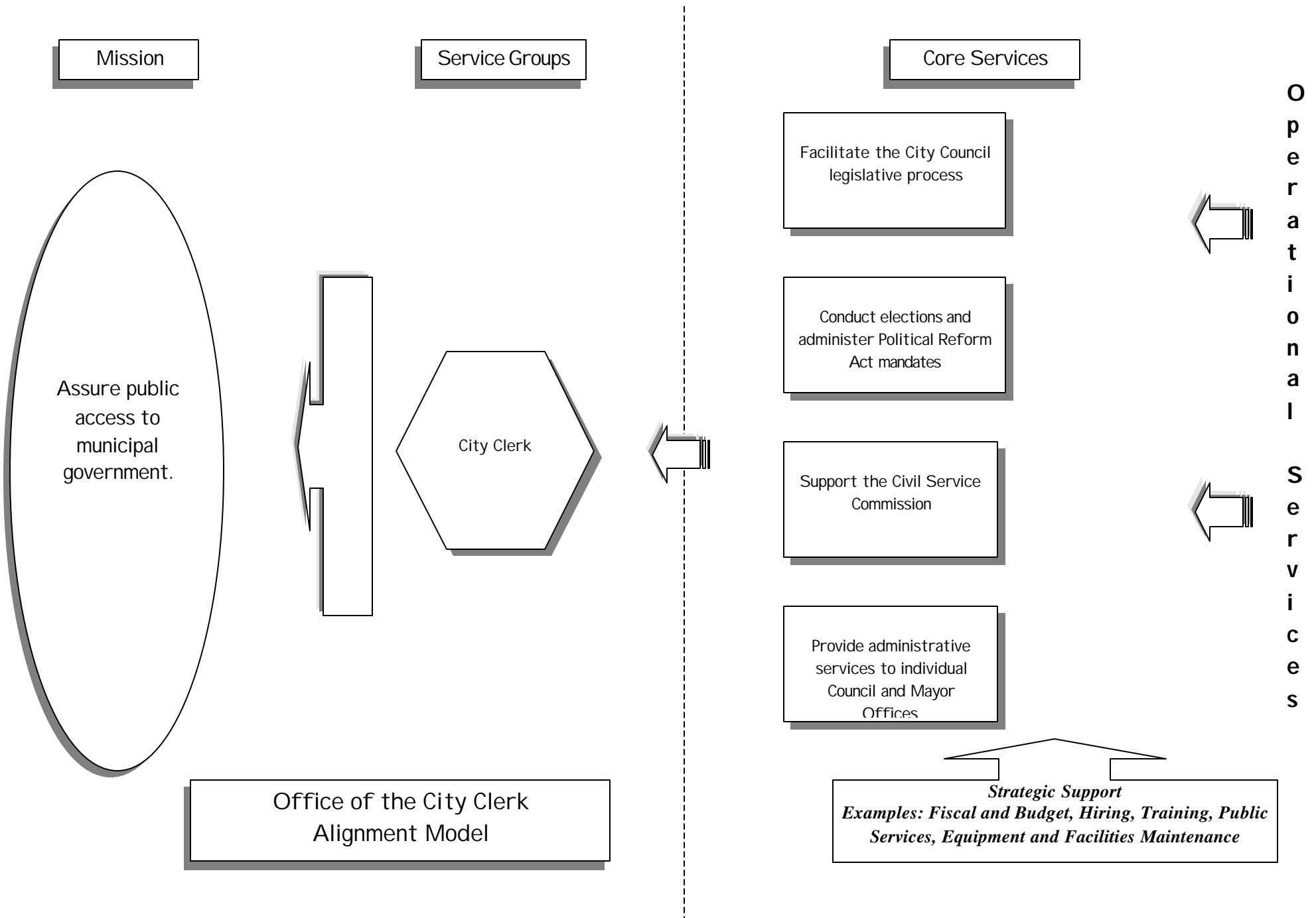
Budget Planning and Monitoring

Oversee the development and
monitoring of the City's
Operating and Capital budgets to
implement Council policies and
ensure sound fiscal management
practices.

Office of the City Clerk



*Assure public access to municipal
government.*



OFFICE OF THE CITY CLERK

Core Service:

Notes:

**Facilitate the City Council
Legislative Process**

Document all City Council
meetings and actions and
maintain the City's legislative
history.

Core Service:

Notes:

**Conduct Elections and
Administer Political Reform
Act Mandates**

Comply with State and local laws
regarding municipal elections,
campaign finance and conflict of
interests.

Core Service:

Notes:

**Support the Civil Service
Commission**

Distribute and maintain all
documentation related to Civil
Service Commission meetings and
Council Salary Setting
Commission meetings.

OFFICE OF THE CITY CLERK

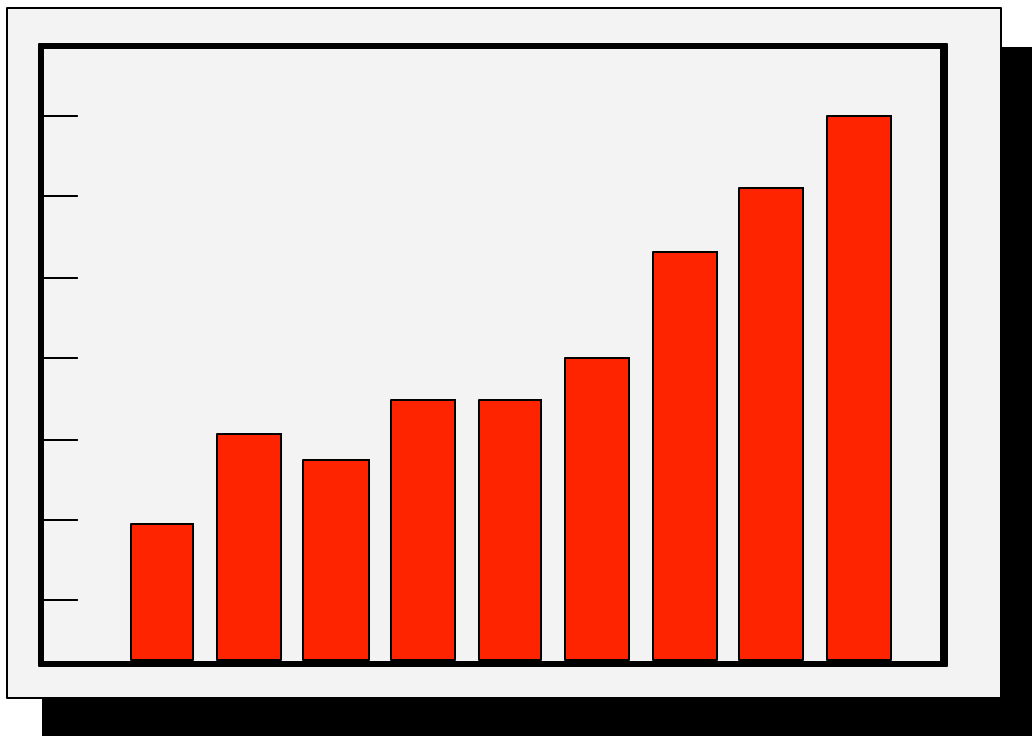
Core Service:

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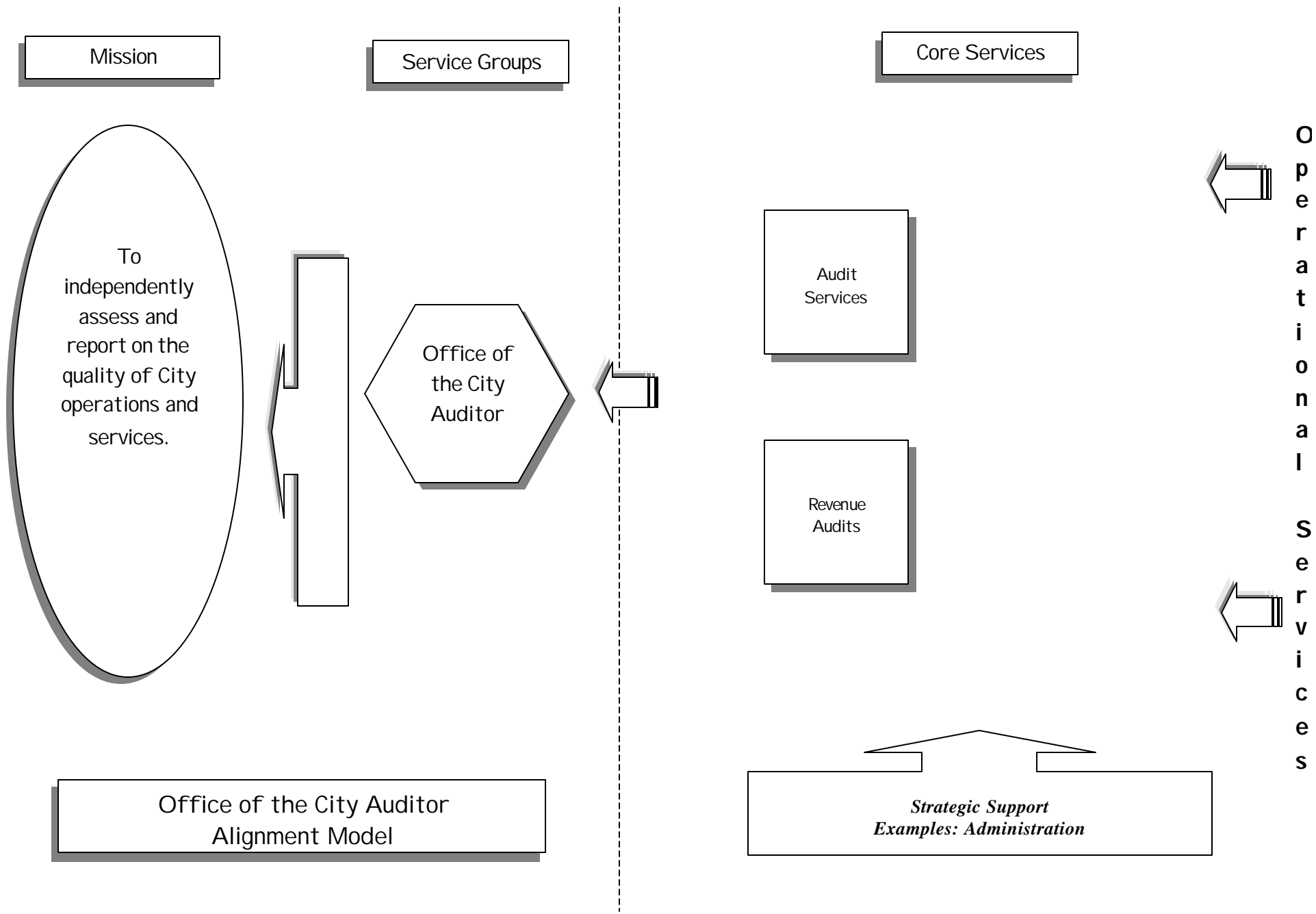
**Provide Administrative
Services to Individual
Council and Mayor Offices**

Process personnel-related,
financial and general
administrative documents for
the Mayor's Office and each
Council Office, including budget
tracking and analysis, as
requested.

Office of the City Auditor



*To independently assess and report on
the quality of City operations and
services.*



OFFICE OF THE CITY AUDITOR

Core Service:

Notes:

Audit Services

To identify ways to increase the economy, efficiency, effectiveness and accountability of City government and provide independent, reliable, accurate and timely information to the City Council and other stakeholders.

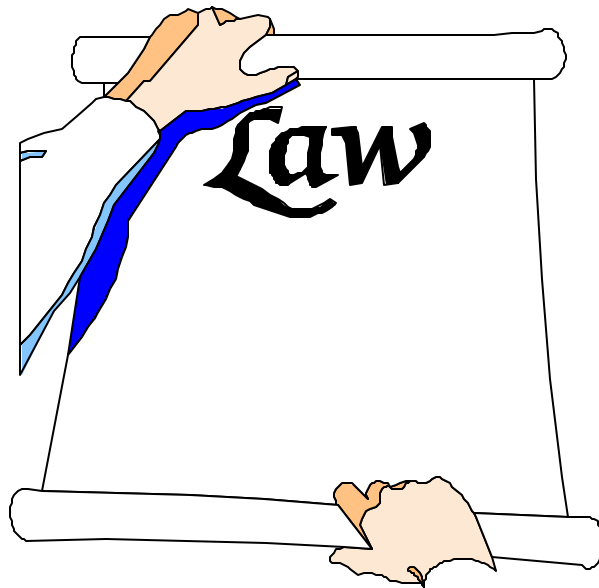
Core Service:

Notes:

Revenue Audits

To obtain and analyze information from numerous data sources to ensure that the City of San Jose receives all of the revenues to which it is entitled.

Office of the City Attorney and General Counsel



The Offices of the City Attorney and General Counsel serve as legal counsel to the City, its Boards and Commissions, and the Redevelopment Agency, with the goal of protecting and advancing their interests.

Mission

The Offices of the City Attorney and General Counsel serve as legal counsel to the City, its Boards and Commissions, and the Redevelopment Agency, with the goal of protecting and advancing their interests.

Offices of the City Attorney
and General Counsel
Alignment Model

Service Groups

Offices of the City
Attorney and
General Counsel

Core Services

Legal Advice

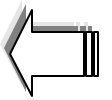
Legal
Representation

Legal
Documentation

Strategic Support
Examples: Administration

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OFFICE OF THE CITY ATTORNEY AND GENERAL
COUNSEL

Core Service:

Notes:

Legal Advice

Provide oral and written advice
on legal issues.

Core Service:

Notes:

Legal Representation

Advocate, defend and prosecute
on behalf of the City's interests.

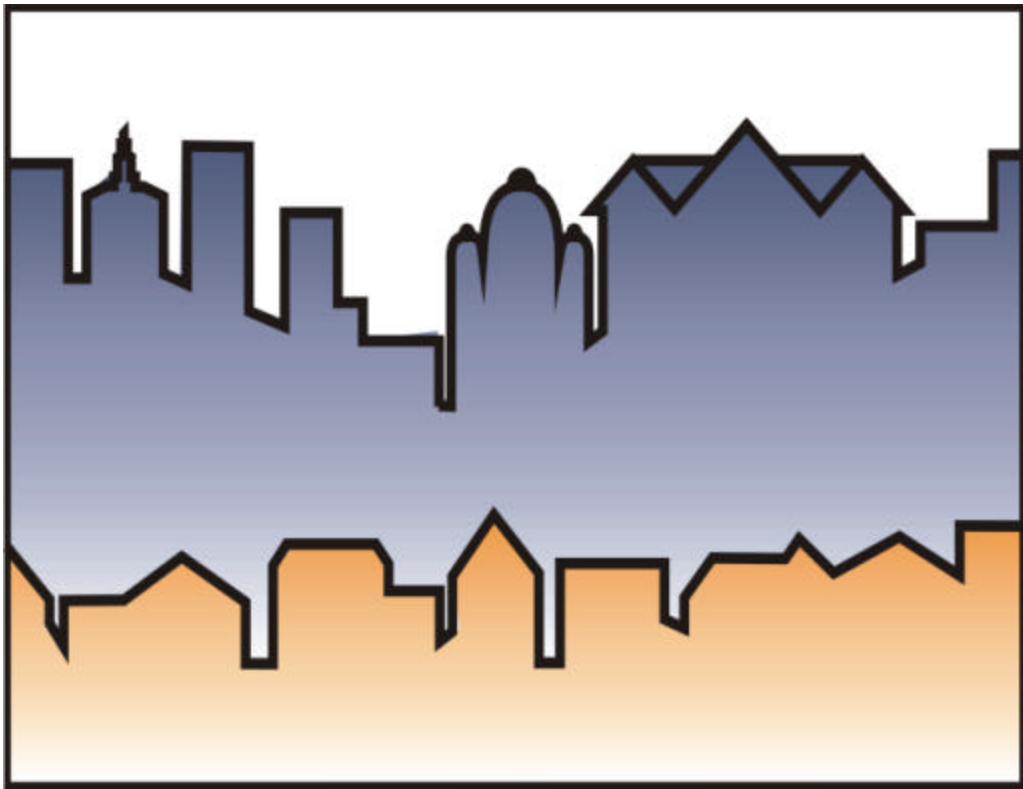
Core Service:

Notes:

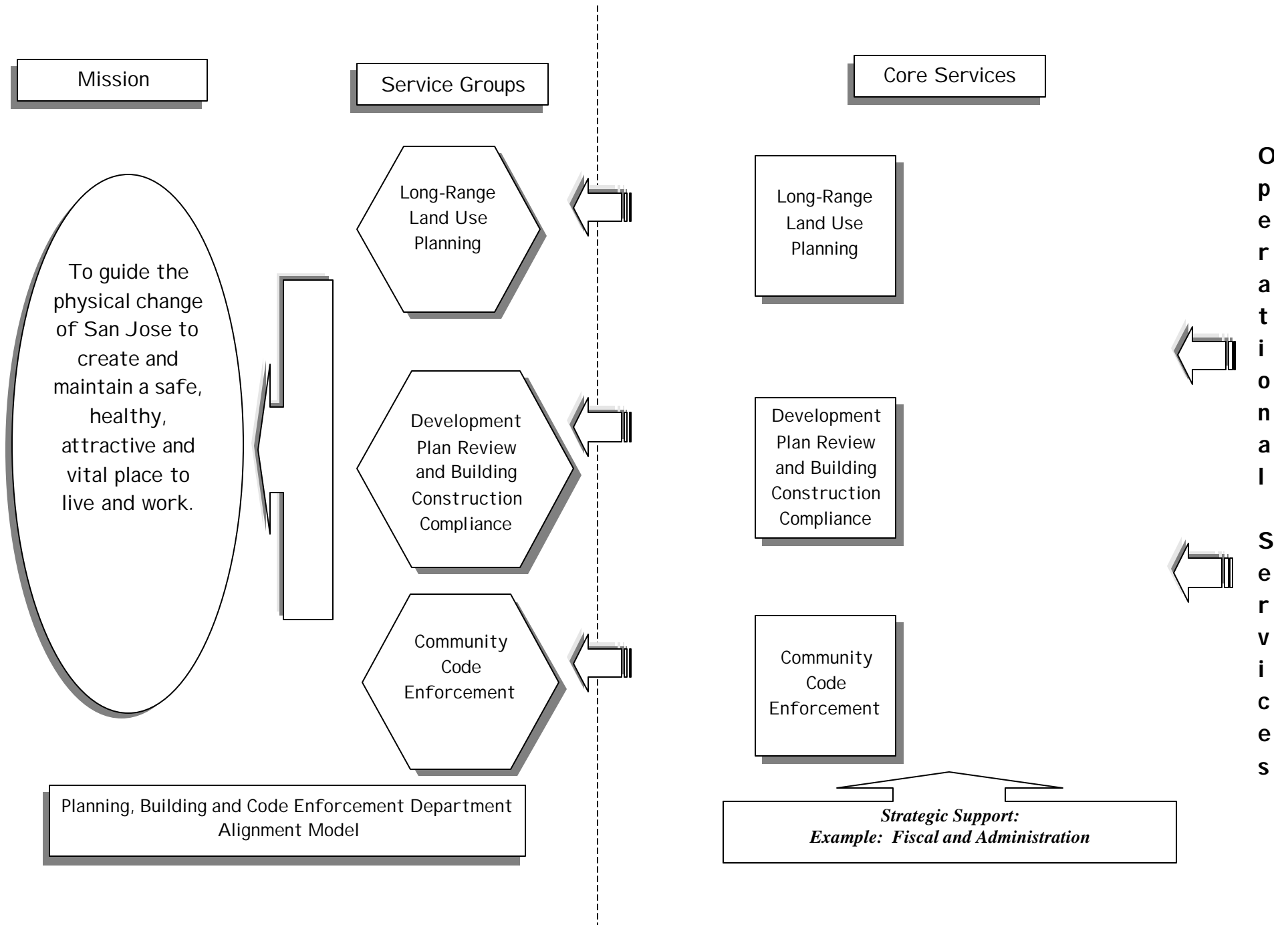
Legal Documentation

Prepare documents to implement
official City actions.

Planning, Building and Code Enforcement Department



*Guide the physical change of San Jose to
create and maintain a safe, healthy,
attractive and vital place to live and work.*



PLANNING, BUILDING AND CODE ENFORCEMENT DEPARTMENT

Core Service:

Notes:

Long Range Land Use Planning

Develop land use plans to guide the future physical growth of the City.

Core Service:

Notes:

Development Plan Review and Building Construction Compliance

Manage and review development and construction applications to allow issuance of permits in compliance with applicable codes and policies.

Core Service:

Notes:

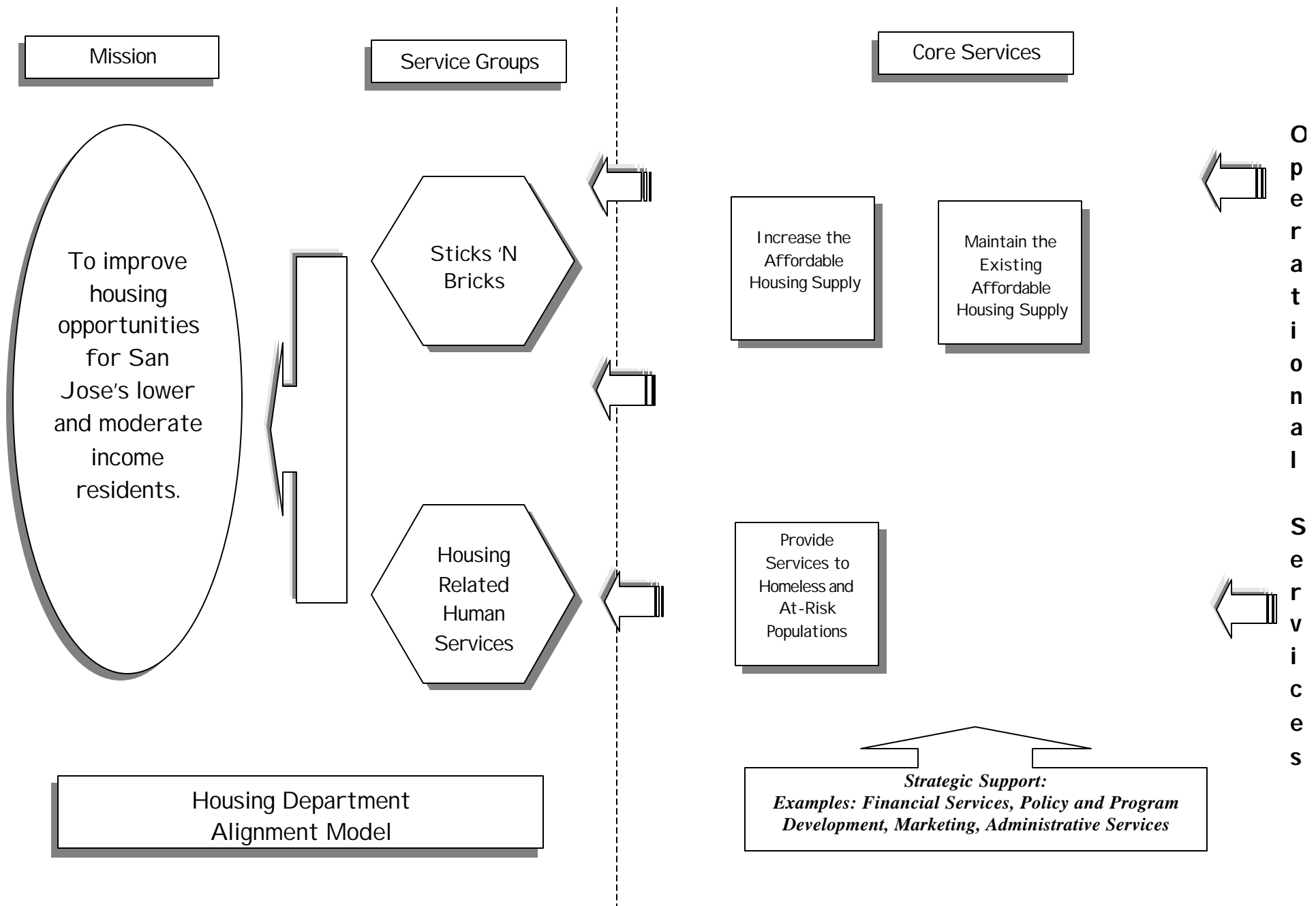
Community Code Enforcement

Enforce and promote compliance with local and state codes to ensure a safe, healthy and attractive community.

Housing Department



To improve housing opportunities for San Jose's lower and moderate income residents.



HOUSING DEPARTMENT
Service Group: STICKS 'N BRICKS

Core Service:

Notes:

**Increase the Affordable
Housing Supply**

Provide funding and technical
assistance for the creation of
new affordable housing.

Core Service:

Notes:

**Maintain the Existing
Affordable Housing Supply**

Provide funding, technical
assistance and monitoring to
maintain the existing affordable
housing supply.

HOUSING DEPARTMENT
Service Group: HOUSING RELATED HUMAN SERVICES

Core Service:

Notes:

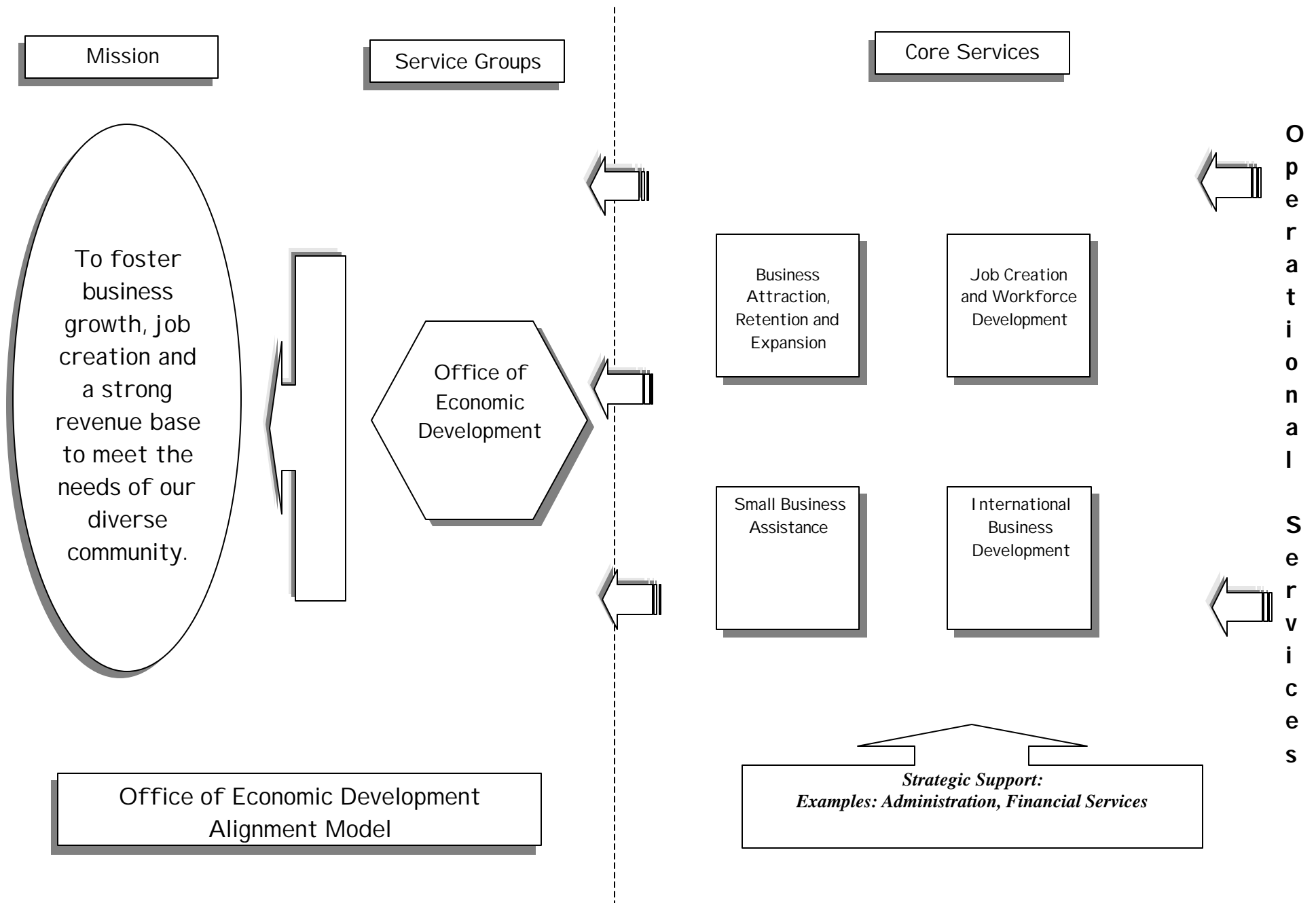
**Provide Services to
Homeless and At-Risk
Populations**

Provide direct and indirect
assistance to the homeless and
those at-risk of homelessness in
securing housing and services.

Office of Economic Development



*Foster business growth, job creation and
a strong revenue base to meet the needs
of our diverse community.*



OFFICE OF ECONOMIC DEVELOPMENT

Core Service:

Notes:

Business Attraction, Retention and Expansion

Promote business by providing site location assistance, facilitating the development permit process, and providing information about economic trends, market data, and financial and technical services.

Core Service:

Notes:

Job Creation and Workforce Development

Promote the creation of a balanced inventory of jobs and ensure that residents have access to appropriate training and employment programs.

Core Service:

Notes:

International Business Development

Promote San Jose for international trade and foreign investment opportunities that sustain the City's competitive advantage in a global economy.

OFFICE OF ECONOMIC DEVELOPMENT

Core Service:

Notes:

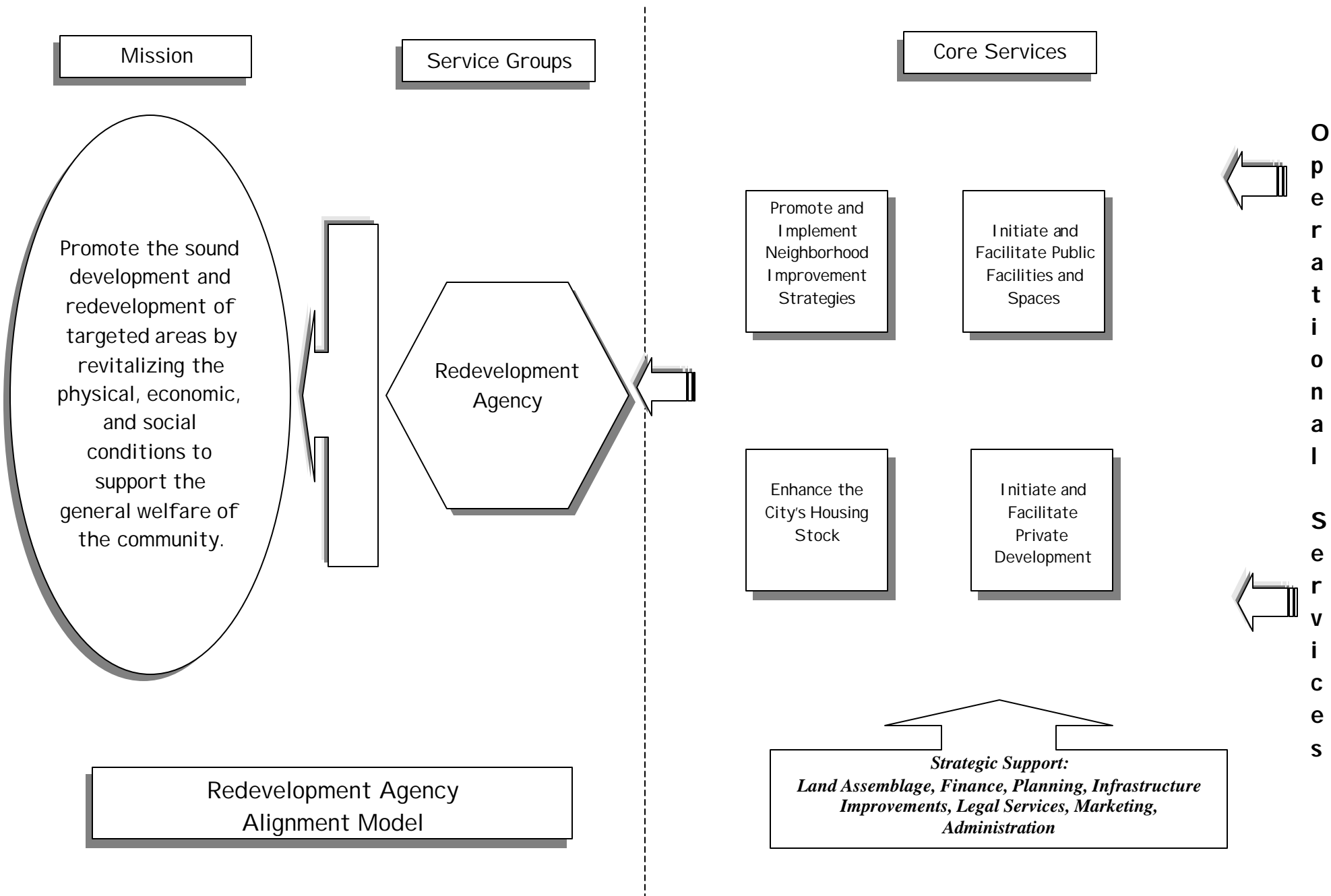
Small Business Assistance

Provide access to financial,
management and technical
assistance and resources to small
business.

Redevelopment Agency



Promote the sound development and redevelopment of targeted areas by revitalizing the physical, economic, and social conditions to support the general welfare of the community.



REDEVELOPMENT AGENCY

Core Service:

Notes:

**Promote and Implement
Neighborhood Improvement
Strategies**

Promote and implement
strategies to retain, enhance,
redevelop and rebuild
neighborhoods.

Core Service:

Notes:

**Enhancing the City's
Housing Stock**

Enhance the supply of quality,
affordable, and market-rate
housing through rehabilitation
and new construction.

Core Service:

Notes:

**Initiate and Facilitate
Public Facilities and Spaces**

Provide sustainable and quality
public buildings and spaces.

REDEVELOPMENT AGENCY

Core Service:

Notes:

**Initiate and Facilitate
Private Development**

Initiate and facilitate quality development by the private sector through land assemblage, permitting, public improvements, and other appropriate assistance.
